

**FETAKGOMO LOCAL MUNICIPALITY
2014/15 FINAL IDP/BUDGET
(COUNCIL RESOLUTION NO.C65/2014)
Date: 28TH May 2014**

**VISION 2030: "A VIABLE MUNICIPALITY IN SUSTAINABLE RURAL DEVELOPMENT"
MISSION: "TO PROVIDE INTEGRATED SERVICES IN ENABLED ENVIRONMENT
FOR GROWTH AND DEVELOPMENT"**



MAYORAL FOREWORD

This IDP/Budget attempts to ameliorate or answer the following triple problems/challenges of unemployment, poverty and inequality. This year, 2014, is so special because it hosted the 2014 National and Provincial Elections on the 07th May. It is also special because it marks the third (3rd) review of the five year (2011/12 – 2015/16) IDP (Integrated Development Plan) / Budget. The 2014/15 IDP/Budget Review takes these into account. It acknowledges that the 2014 year is **The Year of United Action To Move Fetakgomo Forward**. This is further in recognition of countless of our people who sacrificed immeasurably in bringing about a non-sexist, united, free, democratic and prosperous society. It is in this spirit that the third review of the IDP/Budget of this 3rd term of our democratically elected local government, builds on the previous terms including the 1st term (2000 - 2005) and the 2nd term (2006 - 2011). It therefore informs the municipal planning context for the 2014/15. This 2014/15 IDP/Budget review is guided by the legal framework for developmental local government in general and in particular Chapter 5 of the Local Government: Municipal Systems Act (no. 32 of 2000) (RSA, 2000:s35). The strategic importance and the status of the IDP is conceptualised as:

- (a) The planning instrument which informs all decisions with regard to planning, management and development in the Municipality;
- (b) Binds the Municipality in the exercise of its executive authority; and
- (c) Binds all other persons to the extent that those parts of the IDP that impose duties or affect the rights of those persons have been passed as a by-law (s35 MSA, no. 32 of 2000).

The Municipality must give effect to its IDP and conduct its affairs in a manner which is consistent with its IDP (RSA, 2000:s36). Article 30 of the Local Government: Municipal Systems Act (no.32 of 2000) imposes the following duties unto the Executive Committee:

- (a) Manage the drafting of the Municipality's IDP;
- (b) Assign responsibilities in this regard to the Municipal Manager; and
- (c) Submit the draft plan to the municipal Council for adoption.

These provisions define the political nature of planning within the municipal setting in particular. The Executive Committee is the political custodian of the IDP/Budget. By embracing this year, 2014, as **The Year of United Action To Move Fetakgomo Forward**, this IDP/Budget accentuates the legacy of hard work we have built over the years or so as well as improved, focused performance. In the medium to long term, it is intended to create a more prosperous Fetakgomo through inclusive growth, job creation, rural development, land reform and food security, education, health, fighting crime and corruption.

(a) Job creation

Largely through the LED initiatives, over 1433 jobs have been created since the 1st July 2013 to date. This is, in a sense, a contribution towards the achievement of the overall national target - five (5) Million jobs envisaged in the New Growth Path (NGP).

(b) Health

We have worked tirelessly to ensure that the Nchabeleng Health Centre is converted into a Hospital. The conversion was initially planned for 2014/15. We continue to engage the Department of Health and Social Development regarding the conversion of Nchabeleng Health Centre into a Hospital. It is anticipated that this will promote the health status of the population as the fundamental human right. There is comforting evidence to suggest that we are making steady progress in the fight against HIV/AIDS. According to the most recent antenatal care (ANC) data released by the National Department of Health on the 10th December 2012, the Sekhukhune HIV epidemiological analysis shows an downward trend, there is a statistically significant drop of 1.3% from 20.2% in 2010 to 18.9% in 2011. This result is quite pleasing.

(c) Education

The Mayoral Visit to schools undertaken during the January-February 201 was an encouraging gesture. It seems important to explore establishment of Education Trust. In the general sense of the word, there is a lot that still need to be done in the arena of skilling our people. The triple challenges earlier-mentioned are partly due to dis-skilling of our people by the apartheid regime. The underutilisation of the Sekhukhune College continues to be a grave cause for concern. We will continue to engage with relevant stakeholders to find a solution in this regard.

(d) Sustainable Rural Development and land reform

The specific sub-problem statement in this regard is the unserved and undeveloped area/land earmarked for Township Establishment. A concept paper to mitigate/remedy the situation has been developed in this regard. The restoration of the land available for development has always been integral part of our struggle for socio-economic emancipation. In this regard, we are engaging various stakeholders for developmental services on the acquired land. We still count on the corporation of the leaders of institutions of traditional rule (Magoshi). The long and short of this IDP/Budget is Sustainable Rural Development which encompasses a whole range of aspects and themes i.e socio-economic issues, basic services, community safety etc.

As emphasised in the 2014 Elections Manifesto of the Ruling Party, the ANC, the Fetakgomo Local Municipality commits itself to move her people forward. Through this IDP/Budget, we are strengthening our commitment to:

Make Local Government Work Better for You;

The Inclusive Agenda to Create Decent Work and Sustainable Livelihood;

Issues of Education, Health, Rural Development, Food Security and Land Reform;

Deliveriology (effective implementation) and Acceleration of Service Delivery; and

The Quest to Push back the Frontiers of Poverty.

This IDP/Budget must therefore give hope to the entirety of our local citizenry that, indeed, we are hard at work to remedy the triple challenges as stated in the introductory fragments of this Mayoral Foreword. Perhaps, the words of the founding President of the ANC Women's League Charlotte Maxeke say volume "This work is not for yourselves – kill that spirit, and do not live above your people, but live with them".

With All Our People, Working Together We Can Do More in Sustainable Rural Development and To Move Fetakgomo Forward!

By Her Worship,

The Mayor

Cllr Raesetse Elizabeth Sefala

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Acronyms / Abbreviations

AIDS	Acquired Immune Deficiency Syndrome
ANC	Antenatal Care
CDWs	Community Development Workers
DBSA	Development Bank of Southern Africa
DDPF	District Development Planning Forum
DEAT	Department of Environmental Affairs and Tourism
DFA	Development Facilitation Act
COGSTA	Department of Co-operative Governance, Human Settlement and Traditional Affairs (COGHSTA)(Limpopo)
DoA	Department of Agriculture
DME	Department of Mineral and Energy
DPLG	Department of Provincial and Local Government
DRM	Disaster Risk Management
DWA	Department of Water Affairs
FBE	Free Basic Electricity
FBW	Free Basic Water
FIVIMS	Food Insecurity and Vulnerability Information Management System
FTM	Fetakgomo Local Municipality
GIS	Geographic Information System
GGP	Gross Geographical Product
HIV	Human Immunodeficiency Virus
IAG	International Assemblies of God
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IDT	Independent Development Trust
IEC	Independent Electoral Commission
IGR	Intergovernmental Relation
KPA	Key Performance Area
LED	Local Economic Development
LFPR	Labour Force Participation Rate
LGDS	Limpopo Growth and Development Strategy
LIMDEV	Limpopo Development Agency
LSM	Living Standards Measure
LUMS	Land Use Management Scheme
MDG	Millennium Development Goals
MEC	Member of Executive Committee
MFMA	Municipal Finance Management Act
MTAS	Municipal Turn Around Strategy
MSA	Municipal Systems Act
NDA	National Development Agency
NGP	NGP (New Growth Path)
NSDP	National Spatial Development Perspective
OTP	Office of the Premier
PDPF	Provincial Development Planning Forum
PHC	Primary Health Care
PMS	Performance Management System
QLFS	Quarterly Labour Force Survey
RAL	Roads Agency Limpopo
RDP	Reconstruction and Development Programme
SAPS	South African Police Services
SAWID	South African Women in Dialogue
SDF	Spatial Development Framework
SDM	Sekhukhune District Municipality
SMME	Small, Micro and Medium Enterprise
FTC	Fixed Term Contract

CHAPTER 1

INTRODUCTORY ORIENTATION AND EXECUTIVE SUMMARY

1.1. INTRODUCTORY ORIENTATION

Introduced in the year 2000, the Integrated Development Planning is a process through which the Fetakgomo Local Municipality (FTM) prepares a strategic development plan, for a five year period. The Integrated Development Plan (IDP) is a product of the integrated development planning process mentioned above. Thus there is a strong correlation between the plan (Integrated Development Plan) and the process that underpins it. Several recent studies define IDP as a 'principal strategic planning instrument which guides and informs all planning, budgeting, management, decision-making and development in the municipality' (see DBSA, 2009:14). The Municipality fulfils its developmental mandate through the integrated development planning. In other words the developmental trajectory (orientation) of the municipality is set out in this IDP. Integrated Development Planning can also be perceived as an approach which is aimed at involving the community to find the best solutions towards sustainable development. Although sustainable development is variously defined, the most cited definition is contained in the Report Our Common Future (Also known as the Brundtland Report): **"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs"** (in DBSA, 2009:10). The rationale for delineating this definition is to affirm that this IDP incorporates the principles of sustainable development throughout.

From the outset, it should be pointed out that, legally speaking; IDP supersedes all other plans that guide development at the local sphere of government. There is no denying that municipalities are at the coalface of service delivery and thus high expectations have been placed and linked to this sphere of government.

1.2. EXECUTIVE SUMMARY

1.2.1. Identification and Geo-political location of Fetakgomo: A Synopsis

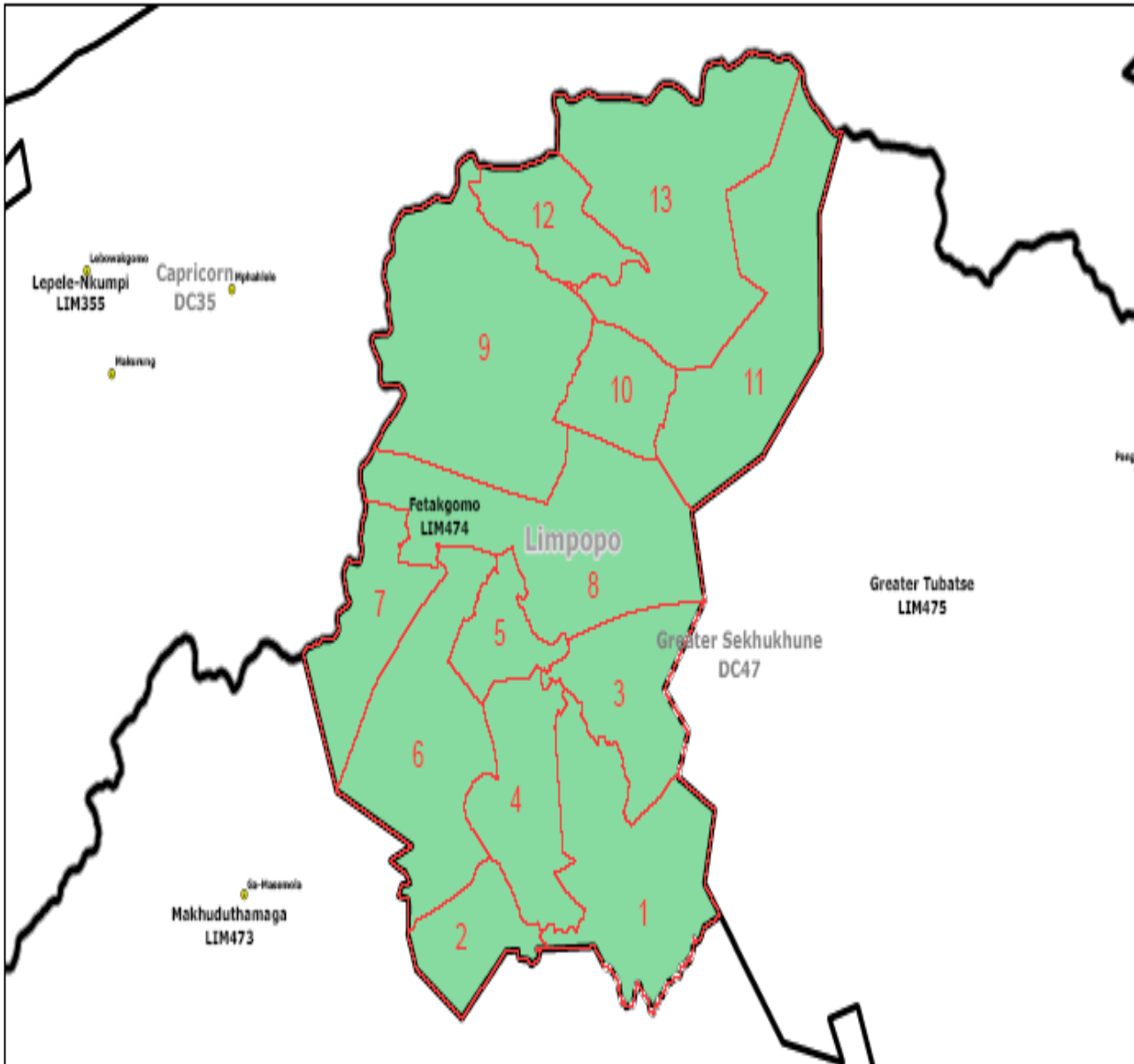
The name "Fetakgomo" stems from: **Fetakgomo o sware Motho**", a movement that was formed to resist the apartheid regime. It (Fetakgomo) originates from the Pedi idiom "Fetakgomo o sware motho, mafetakgomo ke moriri o a hloga" which simply means 'People First'.

"Fetakgomo o sware Motho" was a formed or re-established after its fore-runner (predecessor), Sebatakgomo formed in 1956 to fight against the Bantustan Policy and serve as the mouthpiece of the people of Sekhukhune. The association was formed largely by the people of Sekhukhune who worked in and around Gauteng, and Tshwane in particular Chief Sekwati Mampuru and Paramount Chief Morwa became strong opponents of the Bantustan policy. The quarter of the association was Mhlaletse, commonly known as Maroteng.

Following the banning of Sebatakgomo which was well developed, strong and well-organised, banishing of its leaders, many of whom faced arrests and death penalties, Sebatakgomo was re-established under a new name "Fetakgomo o sware motho" which implies "people first". Of significance is that the people continued to organise resistance despite apartheid brutality, arrests, untold torture and death penalties.

The FTM is a Category B4 Municipality that is located within the Sekhukhune District Municipality (SDM) of the Limpopo Province. In its 'State of Local Government in South Africa: Overview Report', the Department of Cooperative Governance (CoG) (2009:22) describes category B4 municipalities as those municipalities which are mainly rural, located in economically depressed areas, consequently having difficulties in attracting and retaining skilled managers/professionals and are struggling from a revenue generation perspective. As noted in the FTM's Spatial Development Framework (SDF) (2007/8), the Municipality borders Makhuduthamaga in the south, Greater Tubatse in the east and Lepelle Nkumpi Local Municipalities (situated in the Capricorn District Municipality) on the west and north. The municipal area covers **1104.745 square meters (110474.5 hectares)**, which represents 8,3% of the Sekhukhune District's total land area (13 264). The Municipality is divided into 13 wards and four nodal points, viz Atok, Apel, Mphanama and Strydkraal Node. The Municipality is completely rural in nature, dominated by traditional land ownership with a population of approximately 93814 people that reside in 87 settlements. The majority of these settlements are small with less than 1000 inhabitants in each. Like most rural municipalities in the country (Republic of South Africa), Fetakgomo is characterised by weak economic base, poor infrastructure, major service backlogs, dispersed human settlements and high poverty levels. The Municipality itself is also an embryonic one that is currently grappling with revenue generation and performing its functions. The spatial location and delimitation of wards are indicated in Figure (i).

Figure (i): Current Ward Delimitation in the Fetakgomo Municipal Area



Source: Municipal Demarcation Board (2008)

As an explication of the above, Figure (ii) will attempt to embody the wards' constituting villages / sections:

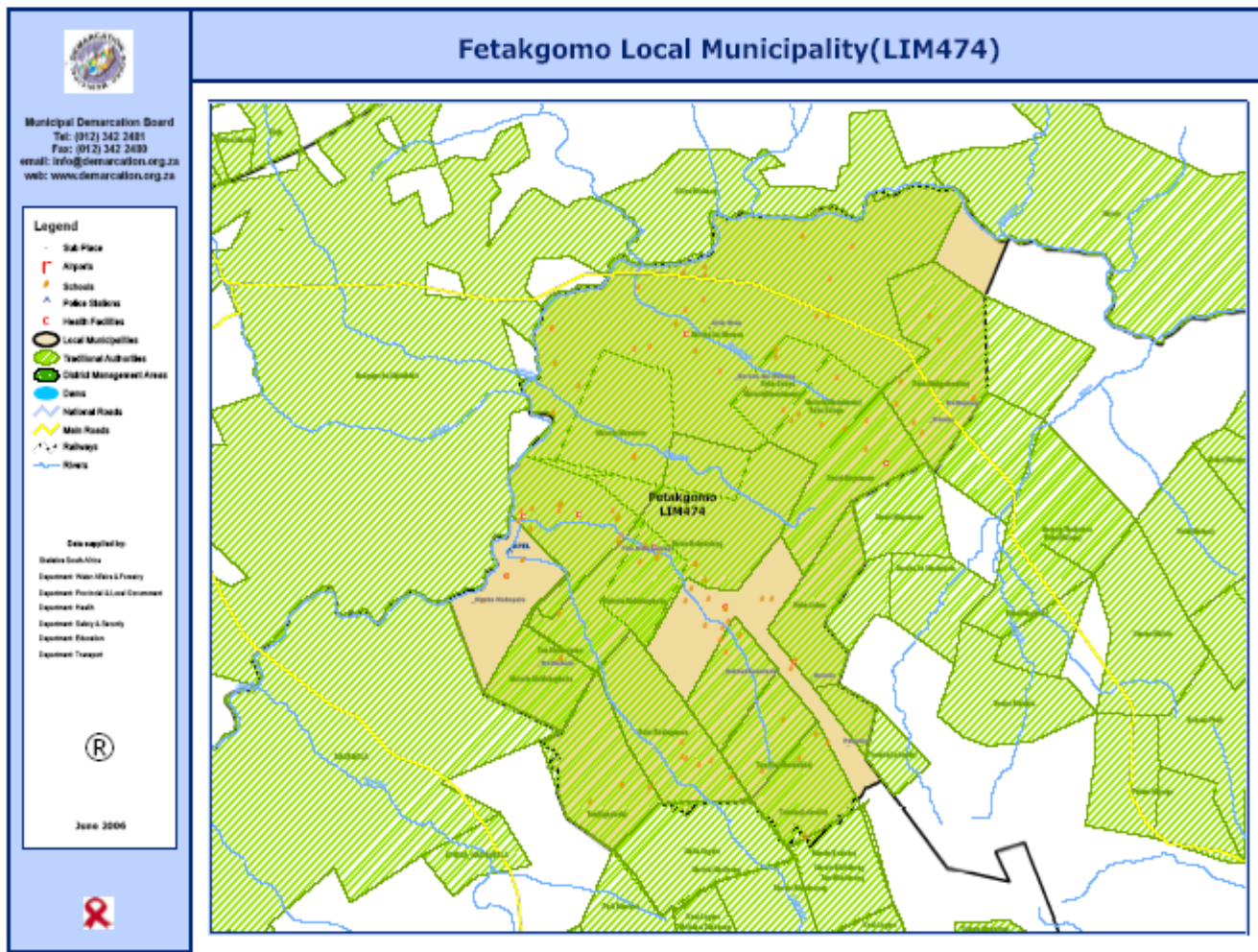
Figure(ii):Wardsand Their Constituting Villages



Source: Municipal Demarcation Board (2008)

As observed previously, not all the villages are surfaced/reflected on the map. This could be attributed to the fact that some are too small and as such are subordinated in the main villages. It seems important to demonstrate the farm portions within municipal jurisdiction.

Figure (iii): Farm Portions within Fetakgomo:



Source: Municipal Demarcation Board (2008)

As an expansion of the above an overview of the wards, their constituting villages, households and nodes is presented in Table 1 below.

Table 1: Wards, Villages and Households

Ward	Names of Villages	Number of households	% of municipal total	Ward ID	Registered voters as at 28/05/2013	Node
01	Maleaskraal, Ga-Seroka, Masehleng, Phahla & Manoge	2381	6%	94704001	3142	Mphanama
02	Ga-Matebane, Magabaneng, Magagamatala, Malaeneng, Matamong, Moshate, Mototolwaneng, Seleteng, & Sepakapakeng	3033	8%	94704002	3610	Mphanama
03	Ga-Phasha, Lekgwarapaneng, Maebe, Makola, Rite, Ga Matjie, Ga Tebeila, Mapulaneng, Shushumela, Mogolwaneng & Lekhwesheng	2287	6%	94704003	3308	Apel
04	Ga-Mohlala, Mashilabele, Shenyaneng, Morareleng, Ga-Oria Sefelere, Thabaneng, Seakhutšwane, Mmela, Phageng, Lekgwareng, Magaaneng & Radingwana	1926	5%	94704004	3004	Mphanama
05	Magabaneng, Magakala-Maisela, Rite, Leshwaneng, Bofala, Lerajane, Malaeneng/Sekateng, Marakwaneng, Maroteng, Matotomale/Photo, Matsimela, Mesopotamia & Tjate	2360	6%	94704005	3263	Apel
06	Debeila/Mabopo, Ditlokwe/Mokhulwane, Magotwaneng, Makgaleng, Mashung/Tlakale, Tlakale/extension, Mmotwaneng Masweneng, Mmashaku, Nchabeleng & Tjebane,	8310	22%	94704006	3873	Apel
07	Apel, Matlala, Mashabela, Mooiplaats, Sekurung, Strydkraal A, Strydkraal B, Thabanaseshu & Thobehale	3669	10%	94704007	3874	Strydkraal
08	Maisela/Mahlabaphoko, Hlapo & Evenue, Matheba, Mijane, Moshate, Makuswaneng, Mapodi, Mapulaneng, Mashung & Nkwana	1960	6%	94704008	3296	Apel
09	Ga-Petsa, India (Ga-Maisela), Malogeng, Malomanye, Maruping, Mashilabele, Mmafeane, Modimolle, Mogabane, Mphaaneng & Pelangwe	2398	6%	94704009	3157	Atok
10	Manotwane & Selepe, Madingwane (A&B), Ga-Matjiane section A, Moshate Section E, Maleng Section F, Boselagaka section G&H, Shole le Mogabane section J, Mataung section N, Ga-Manotoane	1938	5%	94704010	3035	Atok
11	Ga-Mampa, Tswereng, Ledingwe/Ramallane/Sentlhamo , Mosotse, Phasha-Selatole, Phashaskraal & Seokodibeng	3044	8%	94704011	3666	Atok
12	Atokia , Bogalatladi, Mashikwe, Mmabulela, Mohlahlaneng, Mogolaneng & Sefateng	2402	6%	94704012	3170	Atok
13	Mahlabeng, Mokgotho, Monametse, Mooilyk, Rostok, Shubushubung & Tjibeng	2090	6%	94704013	2936	Atok
TOTAL	87	37798	100%	N/A	43 334	4 nodes

Source: Fetakgomo Local Municipality (2013), IEC

From the supra table, it is quite evident that Wards 06, 10, 02 and 11 constitute significant percentage of the households in the Fetakgomo municipal area while Wards 04 and 10 account for a small proportion. In a wider analytical framework, our villages still reflect a developmental legacy of apartheid – with dispersed human settlements. This makes provision of services exorbitant.

1.2.2. A synopsis on key developments, achievements and challenges besetting the Municipality

All active observers of the Municipality can attest that the FTM has generally performed a sterling work over the last five years or so. It is continued citizen participation in municipal governance that saw the FTM obtaining **position 2 (two)** during the 2008 **Provincial Vuna Awards Competition**. We became the **Winner of the Executive Mayor's Excellence Award** for 2008/9 performance year, conferred in December 2009. We sustained this position during the 2009/10 Awards when we also become winners of the Institutional Transformation and organisation Development KPA, LED KPA, innovative and creative employee (Receptionist), second runner for Spatial Planning KPA having got a **clean audit opinion** for the financial year 2009/10 and 2010/11. This was preceded by unqualified audit opinion in two consecutive years, 2007/8 and 2008/9. This becomes an indicator that we have sound financial management. It took extraordinary effort and insight to take the Municipality to where it is today. As one social political scientist Piet Human put it, "Transformation requires extraordinary effort and insight". It, indeed, took extraordinary effort and insight to bring about deliverability to the local citizenry. With that said however, we regressed in the 2011/12 financial year, obtaining qualified opinion. There is markedly evident commitment on the part of the FTM to consider the comments of the AG (Auditor General).

As a historically economically depressed rural settlement, in 1994 many of our people did not have electricity, shelter, tarred roads, community halls etc. Today, grid electrification backlog has been eradicated. Only about **12% (4406 out of 37798)** of the households will need post connection. Indigent support is currently being provided by the Municipality to approximately **2054** households for **Free Basic Electricity**. Working together with ESKOM, at the current rate of progress all schools in Fetakgomo have been electrified. The Tlakale Primary School has made a request of converting from a conventional to a prepaid electricity system. Much still needs to be done in providing facilities at schools, for example it is found that most schools lack admin blocks. In terms of clinics progress indicates that all clinics have been electrified. In order to improve access to **health services**, additional five clinics, Phasha/Makgalanoto, Selepe, Manotwane, Mphanama and Phahlamanoge Clinics were built within Fetakgomo since the democratic dispensation. Many a clinics, Motsepe, Mankotsane, Nkoana, Poulos Masha, Mohlaletse, Seroka and Ikageng were upgraded and now being upgraded is Nchabeleng Clinic. As the IDP shows, about five **(05) fixed clinics are strongly needed for Ward 09 (Malogeng), Ward 13 (Mooilyk), Ward 11 (Ledingwe and Seokodibeng) and Ward 07 (Ga-Matlala/Mashabela)**. Priority should respectively be given to **Ward 09 as regards clinic construction/provision**. Key is the conversion of Health Centre into a Hospital planned for 2015/16. Moreover, health has been identified as a population priority in the aftermath of the 2009 Provincial and National Elections.

4194 RDP houses have been completed and provided for those who did not have adequate shelter since 2001 to date. **136 km of roads** have been surfaced to date. **8 km road** has just been surfaced (D4190 and Phase 2 of the Road between Pelangwe and India). Although **five (05) bridges**, Ga-Nkoana, Lerajane, Maroteng to Ga-Phasha, Mokgotho, and Phahlamanoge bridges were constructed, **83 bridges** are still required within Fetakgomo to improve mobility – for our people to access health services, education etc regardless of rain conditions. The FTM's view though is that the **Phahlamanoge bridge** constructed by the SDM is materially of substandard quality and thus its capacity needs to be increased. The learners' drivers' license function has been devolved to the Municipality. We are now performing this function at Grade E. The travelling of many kilometres by our people in quest of these services outside Fetakgomo is now a thing of the past. **7000** households have access to **refuse removal** services through the Food For Waste Project. **Three (3) community halls**, Pelangwe, Seokodibeng and Mohlaletse Community Halls have been built. Strydkraal community hall is under construction. Fetakgomo Atok Thusong Service Centre and Mphanamana One Stop Centre are adding on to the latter. Mohlaletse Thusong Service Centre is under construction. **Eight (8) cemeteries**, Mphanama, Ga-Selepe, Shubushubung, Mokgotho, Mohlatse, Ga-radingwana, Seokodibeng and Malomanye cemeteries were fenced (estimates point to prevalence of about **80 cemeteries** within Fetakgomo).

Construction of the **Library** is complete and it's operational but study material not enough. **Tourism Centre** is nearing completion. LEDET is currently busy with the construction of portable **market stalls** near Bopedi Complex. The DoRT has currently constructed the **Driver's License Testing Ground** (K53 Testing Station). There exists a need for perfect rectangular storm water drainage, along the road D4199 (Ward 08) (Bopedi Complex towards Apel/Strydkraal).

This sums up the FTM's contribution to rural development and betterment of the lives of our people. Despite the recorded achievements, there is a lot that still needs to be done to eradicate the service delivery backlogs and meet our developmental goals. For example, **water** and **sanitation** backlogs are still significant challenges for the Municipality. The **Municipal Turn around Strategy** has been developed to mitigate the identified challenges.

In the overall scheme of things, the IDP (Integrated Development Planning) played essential role in bringing about achievements reckoned above. The residents, the electorate stand at the centre of these achievements. They have contributed to our municipal body politic in a positive manner. They have participated actively in rural governance and understood three distinct but interconnected phases that involved the transformation of local government i.e **establishment phase, consolidation phase** and **sustainability phase**. On balance, we have performed exceptionally well in the first (establishment) and second (consolidation) phases. The overarching challenge is the **sustainability** of the above by the Municipality. Moreover, **unsustainability of Municipalities is a contemporary recurring topic in the local government sector moving towards 2014 giving rise to proposals of reconfiguration of Municipalities** (due to revenue generation impediments among others). The Strategies Phase which is the subject of some discussion in later chapter(s) will be able to guide how the FTM should respond and by extension relate with this strategic topic. Whereas the latter remain the overarching challenge, other accompanying challenges besetting the FTM, range from demographic to financial.

From a demographic research perspective the Municipality is recording a decline in growth population - 16% population decrease, from 2001 to 2007. All demographers (population scientists/experts) concede that population trends have obvious implications for services and deliverology. It is estimated that approximately 86% of the people within Fetakgomo live below poverty line. There is high level of male absenteeism because of migrant work outside Fetakgomo, thereby resulting in the Municipality unable to reach her demographic dividend to the fullest. The dependency ratio is at about 61,% **(68,319)**. This means most residents are elderly and children. Unemployment rate is at 14%. This is accompanied by low levels of income. Official estimates are that 64, 233 people within Fetakgomo have no income while about 22 187 people earn income of between R401 – R800. Over 80% of Fetakgomo households exhibit low Living Standards Measures (LSM). This situation worries this IDP most acutely.

Tourism potential in the area is currently limited by lack of facilities and poor infrastructure. Agricultural development is thwarted by limited access to markets, suppliers and market information. The drought-prone nature of the District also frustrates the emergence of successful commercial farming in the area. Future mining expansion may be hindered by land ownership patterns in the area. Very few economic sectors within Fetakgomo earn revenue from external markets. Significant money flows out of the local economy because residents make their purchases outside Fetakgomo. There are almost no supporting industries in the area, causing people to source these from Polokwane (an hour's drive away). The social services sector is the largest employer in Fetakgomo, which isn't a desirable situation. Community structures tend to reflect social service rather than entrepreneurial orientation. The demographic challenges alluded to earlier thwart economic potential.

In the social field, the Municipality is beset with low/weak educational base and high illiteracy levels. The number of people with no schooling account for 31% (12 641) of the population. No schooling proportion is followed by those who have some primary education. There is observed underutilisation of Sekhukhune College. Lack of hospital within Fetakgomo is a grave cause for concern. So is inaccessibly-located clinics and poor mobile clinic services (not frequent). Poor

roads and inadequate public transport hinder access to health and educational services. As with most municipalities serving predominantly rural population, the HIV/AIDS is an issue. Most social welfare pay points lack proper facilities especially water and ablution facilities. This Executive Summary proposes to reflect the stress of lack of Home Affairs Office in the municipal area. Fetakgomo has only 1 police station with no constructed building.

As part of environmental challenges, rainfall patterns in the District are highly variable, thereby disrupting agricultural production and causing related socio-economic stresses. Because of its climatic profile, the District is currently susceptible to both the El Niño and La Niña phenomena. Variations in climate exacerbate the water shortage problem (deficit) which is already a key developmental constraint in the area. In evaluating spatial challenges, the most compelling constraint to development in Fetakgomo is the fact that almost all land (99%) is owned by traditional authorities. This deters potential investors, who would need some form of property guarantee. Unresolved land claims, dual land use management systems and other factors all contribute to the immense spatial challenges facing this area. Unresolved land claims tend to impede socio-economic development in the area. The area's dispersed rural settlements make infrastructure provision expensive (exorbitant). Residential development is chaotic, largely because there is inadequate coordination between the Municipality, the Department of Co-operative Governance, Human Settlement and Traditional Affairs (COGHSTA) and the traditional authorities. Unauthorised land allocation or extension of the allocated site by the residents is also a development planning challenge. The table below illustrates quantitative summation of service delivery backlogs:

Table 2: Illustration on service delivery backlogs

Table 2: Illustration on service delivery backlog					
Service level/standard	% of service distribution and accessibility			Current backlogs	Comments
	Census 2001	Community Survey 2007	Census 2011		
Electricity					
				12% (i.e 4406) households need post connection	The MDG target that all households be electrified in 2012 will be attained. Grid backlog has been eradicated.
Housing					
Brick structure	79.1	90	91.4	4030 families/persons are on the RDP waiting list.	The national target for all citizens to have adequate housing is 2024. The pace at which RDP housing is moving coupled with incomplete and poorly (substandard quality) constructed RDP houses makes it difficult to confidently forecast that housing target can be achieved in Fetakgomo by 2024. Should the trend continue underachievement of the target can be foretold/predicted?
Traditional dwellings	14.3	5	2%		
Rooms in Backyard	1.0	0.7	1.2%		
Hostel	-	0.7	-		
Refuse Removal					
Removed by local authority at least once a week	2.3	6.9	17.4%	81% (i.e 30598) households do not have access to formal refuse removal Services	There are currently 7200 (i.e 19%) households that access the refuse removal service through the Food for waste project
Communal refuse dump	0.7	0.9	0.5%		
Own refuse dump	76.6	87,5	72%		
No refuse dump	20.4	4.8	9.2%		
Water					
Piped water inside the yard/dwelling	12.5	9.5	-	33% (12, 408) of households do not have access to water within 200 meters. Nearly 60% (i.e 50) of the villages are affected in this regard. Yard connection backlog is 73% (i.e 27 385households)	There are about 3 complete water projects in the municipal area but their completion does not translate into access to water by communities due to leakages that resulted from poor workmanship. Number of villages receiving water through tankering is estimated at 22. The national target was to eradicate all water supply backlogs by 2008 which was evidently not met. It will take another 5 or 6 years (i.e 2017/2018) before all households have access to water within 200 meters.
Communal stand pipe	45.8	53.6	-		
Borehole	9.1	5.7	10%		
Spring, dam and stream	27.8	24.6	1.0%		
Water vendor/tinkering	0.3	8.1	2%		
Rain water	0.3	3.2	3%		

Sanitation					
Flush toilets	2.9	4.7	2%	Sanitation backlog is nearly 90% (i.e 29344) of households.	The MDG target that all households to have decent sanitation by 2010 remained a wish. As a step change , the service authority (SDM) should focus not on one/same Ward in the supply/provision of sanitary facilities . This escalates rather than reduce the backlog
Dry toilet facilities	-	1.1			
Chemical	0.9	16.7	0.8		
VIP	7.3	69.7	23%		
Simple (pit toilets without ventilation)	62.0	-	69.3%		
Bucket latrine	0.5	-	0.24		
None	26.3	8.0	4.1%		
Roads					
National		40 km		-	40 km surfaced
Provincial		110 km		33 km	73 km surfaced.
Local		185 km (see SDM Road Master Plan)		162 km	23 km surfaced.
Storm water drainage				Eighty three (83) bridges are needed. Storm water backlog is generally huge.	All gravel roads have no storm water drainage – only a few of the tarred road have.
Public transport				Public transport backlog exists	There is lack of public transport from Phageng to Jane Furse, from Jane Furse to Phageng and from Moraleleng section (Ga-radingwana, Ward 4) to Jane Furse. Mphanama to Bopedi Comlex, Health Centre (W6) and Ga- Mampa (W11). Communities use private transport in villages such as these where the taxi industry does not operate or is insufficient. This is risky to commuters.
Communication					
				Over 80% (22457) of households have no telephones	Wards 1, 5 and 7 have no postal services. Widespread poor network coverage (cell phone & Tv). Wards 5,7,8, 9 & 11 need Cell phone network towers while wards 10,11,12 and 13 need TV reception.

source: Stats SA, Community Survey 2007, Census 2001 and FTM 2013

In addition to the above, the FTM has several institutional challenges, for example, limited office space, the Municipality's ability to attract and retain skilled staff is limited – a situation that isn't desirable. There are limited financial resources to sustain transportation of ward committees and communities. The FTM does not perform basic service functions like water, sanitation, roads and electricity from which it could charge service fees for. The Municipality is also unable to levy property rates in its area. As a result, most of the key sources of municipal income are not available to this Municipality. This has manifested itself in a number of financial challenges, inter alia: the Municipality cannot generate sufficient revenue – and the income from service charges, property rates, etc is limited because of the earlier stated situation of Fetakgomo. Chapter two (Analysis Phase) of this IDP provides a deep, rigorous analysis of these challenges.

1.2.3. Opportunities offered by the Municipality: a synopsis

Among other opportunities offered by the FTM include: (a) mining investment opportunity; (b) land availability opportunity; (c) tourism opportunity; (d) funding source opportunity from private sector; and (e) job creation opportunity from infrastructure investment.

1.2.4. Improving the state of the affairs: a synopsis

In order to improve the situation painted above, the Municipality is embarking on the implementable revenue opportunities, inter alia, bill boards, valuation roll, office lease as well as traffic functions. The Municipality will develop strategies in chapter three of this IDP as a mitigation which include: the need to negotiate with COGHSTA for provision of housing units, facilitate extension of bulk water to new areas @ 5km per annum, facilitate reticulation of water to villages, facilitate the increase of yard connections, to facilitate for provision of basic level sanitation infrastructure to households in the Municipality by negotiating with the COGHSTA and SDM for provision of adequate units. To facilitate provision of post connection electricity to needing households. Engage SDM and DoRT in prioritising strategic roads, identification and location of all municipal roads in the provincial data base. To facilitate the creation of **jobs** annually. Ensure the implementation of tourism plan. Mobilise resources to establish small scale industries linked to mining. Mobilise resources to establish small scale industries linked to mining. Improve on human resource capacity building. Strengthen support model for ward committees and improve municipal wide communications.

Further to the foregoing, the MTAS (Municipal Turn Around Strategy) has been developed to mitigate the stated challenges. A roll out of the MTAS commenced on the 10th February 2010. FTM had a two days Workshop on MTAS from the 8th-9th March 2010 where councillors, CDWs, Ward Committees, sector departments, business community and other stakeholders were participated. After the adoption by the Council, SC 25/10, it (MTAS) was placed on the municipal website for public viewing and comment along with the IDP/Budget.

The MTAS flags two worrying points:

- (i) Inadequate institutional capacity hampering the achievement of municipal objectives and
- (ii) Ineffective functioning of the IGR (Intergovernmental Relations) structures which negatively impact on the institutional performance. According to the Department of Co-operative Governance, the MTAS seeks to, among others, rebuild public trust in local government and restore confidence, thereby, enabling municipalities to meet basic needs of the communities, improve functionality, performance and professionalism, strengthen partnership between local government, communities and civil society, build responsive & accountable local government etc.

1.2.5 To be expected from the Fetakgomo Local Municipality in the foreseeable future.

The FTM plans to attain the following:

Priority Area	Development Objectives
1.Access to basic services	To facilitate for basic services delivery and infrastructural development / investment
2.Spatial Rationale	To promote integrated human settlement and agrarian reform
3. Job Creation	To promote local economic development in the Fetakgomo municipal area
4.Financial Viability	To improve municipal financial management
5.Organisational Development	To build FTM's capacity by way of raising institutional efficiency, effectiveness and competency
6.Good Governance	To enhance good governance and public participation

The above priorities position the Municipality to respond to the 2009 political electoral mandate which stresses (1) decent work and sustainable livelihoods, (2) education and skills development, (3) health care, (4) rural development and food security and (5) fighting crime (building cohesive and sustainable communities). The priorities also aim at achieving the Five Year Local Government Strategic Agenda, viz, municipal institutional transformation and organisational development, basic services delivery, local economic development, municipal financial viability, good governance and public participation. Critical is also the issue of HIV/AIDS as well as spatial rationale.

The development of this 5 years IDP/Budget is guided by **Outcome 09**: "A responsive, accountable, effective and efficient local government system" which has seven (07) outputs:

Output 1: Implement differentiated approach to municipal planning,

Output 2: Improving access to basic services,

Output 3: Implementation of the Community Work Programme,

Output 4: Actions supportive of the human settlement outcome,

Output 5: Deepen democracy through a refined Ward Committee model,

Output 6: Administrative & financial capability and

Output 7: Single widow of co-ordination.

To achieve the above, projects are identified in the Project Phase of this IDP.

As a logical development of argumentation, the vision (vision 2050) of the FTM is set as follows: "A Viable Municipality in Sustainable Rural Development".

This vision builds on and at the same time contributes to the attainment of the country, South Africa's vision – "A Better Life For All". The Municipality's mission statement is as follows: 'To provide integrated services in enabled environment for growth and development'.

1.2.6. Policy and Legal Contexts of the IDP

The following policy and legislative prescripts have specific and widespread bearing on the IDP processes, viz: Constitution of the Republic of South Africa (1996), White Paper on Local Government (1998), Municipal Demarcation Board (1998), Local Government: Municipal Structures Act (1998), Local Government: Municipal Systems Act (2000), Local Government: Municipal Finance Management Act (2003), Municipal Property Rates Act (2004), Improving Government Performance: Our Approach (2009), Employment Equity Act (2004), Skills Development Act, White Paper on Spatial Planning and Land Use Management, Development Facilitation Act (1995), Restitution of Land Rights Act (1994), Disaster Management Act (2002), Fire Brigade Service Act (FBSA) Housing Act (1997), National Environmental Management Act (1998), Environment Conservation Act (1989), White Paper on Environmental Management Policy (1998), White Paper on Integrated Pollution and Waste Management for South Africa (2000), Minerals Act (1991), National Water Act (1998), White Paper on Energy Policy (1998),

National Land Transport Transition Act (2000), National Heritage Resources Act (1999), White Paper on Safety and Security, Inter-Governmental Relations Framework Act (2005), Electricity Regulation Act (2006), The National Youth Development Agency Act (2008), The Reconstruction and Development Programme, The Growth, Employment and Redistribution Programme (1996), The Accelerated Shared Growth Initiative –South Africa (ASGISA), Domestic Tourism Strategy (2004-2007), National Spatial Development Perspective, National Development Plan (2012), New Growth Path (NGP 2010), Provincial Growth and Development Strategy, Sekhukhune District Municipality's IDP, Integrated Sustainable Rural Development Strategy (November 2000), The National Housing Code (March 2000), Industrial Strategy for RSA (May 2001), HIV/AIDS/STD Strategic Plan for SA (2000-2005) (February 2000), National 10-point Plan of Action for Welfare and Development (incl. National Plan of Action for Children), National Youth Plan, Human Resource Development Strategy for SA (2001), Industrial Development Strategy for Sustainable Employment and Growth (2001) and Provincial Departments' 5 Year Plans. Of paramount importance is that the FTM's IDP indicates alignment to national and provincial planning contexts. Disaster risk management is facilitated by community service within the FTM hence this is the SDM function, this means that the former (FTM Community Services) interacts with the latter (SDM) on DRM (Disaster Risk Management).

Fetakgomo Within the National and Provincial Planning Contexts: A Synopsis

South Africa displays what could be called a “top-down, and, at the same time, bottom-up” process of development planning. This IDP envisages incorporating general assumptions underpinning the National Spatial Development Perspective (NSDP). Utilising the NSDP as an instrument for planning is a policy imperative and integral part of municipal integrated development planning, in addition of promoting convergence of government's commitments and actions. The NSDP is a planning document that undertakes multidimensional analysis of the space economy of the country, with a view of providing a greater clarity and understanding about poverty, economy, environment and migration trends from a spatial point of view. Thus, its ultimate purpose (within the South African setting) is to re-configure apartheid spatial relations. Analysis reveals that the NSDP answers three fundamental planning questions – (1) if government were to prioritise investment where would it invest/spend, (2) what kinds of spatial arrangements are convenient for the attainment of nation-building, social and economic inclusion goal, and (3) how can government facilitate decision making to establish processes and mechanisms that will bring about strategic co-ordination, interaction and alignment? While recognising that each sphere of government has its own development tasks, the NSDP establish four intergovernmental planning principles of which three are accentuated, viz: (a) the NSDP guidelines and principles should inform planning for development in all spheres; (b) IDP should reflect the convergence of government commitment and actions within the municipal area and outcomes of alignment; and (c) the necessary mutual alignment between national principles/guidelines, sectoral planning requirements (standards, provincial strategies) and local needs, conditions and resources, must be conducted in the spirit of co-operative governance whereby the plans of one sphere should support those of others (The Presidency, 2006:12-14).

Viewed in this light, the NSDP provides a general methodology and approach for planning across government spheres, thereby informing development plans, policies and programmes of all spheres and agencies of government as a matter of policy.

The New Growth Path: Framework (2010)

Regard is also given to the New Growth Path: Framework which aims at stimulating economic growth, there to address economic challenges and matters relating to jobs. Key to the NGP are the five job drivers, namely infrastructure, main economic sector, seizing the potential of new economies for investing in social capital and public services and spatial development. This IDP embraces methodological and planning paradigms embedded in the NSDP and as a matter of policy and the Limpopo Employment Growth and Development Plan (LEGDP) which sets out a development trajectory for the province as a whole.

The Limpopo Employment Growth and Development Plan (LEGDP)

The Limpopo Employment Growth and Development Plan (LEGDP) is an official directive for development planning in the Province of Limpopo for the planning period 2009-2014. The thrust of the plan is to identify areas of economic significance or unlock competitive sectors of development, with five specific objectives reassembled below:

- Objective 1: Create decent work and sustainable livelihoods by way of competitive industrial cluster promotion, infrastructure construction, and various national development programmes;
- Objective 2: Improve the quality of life of citizens through effective education (including skills development), reliable health care, alert policing, comfortable housing, social grants and sport, with specific emphasis on their own participation in these processes;
- Objective 3: Promote rural development, food security and land reform in order to spread the benefits of economic growth beyond the urban areas;
- Objective 4: Raise the effectiveness and efficiency of the developmental state by way of effective organisation structuring and recruiting, targeted training and the building of a culture of service and responsibility, integrated development management, and cooperation between all organisations in the development process;
- Objective 5: Give specific attention (and allocate sufficient resources) to high-priority challenges of regional cooperation, sustainable development and climate change, black economic empowerment, the informal economy and innovation (see Limpopo Provincial Government, 2009-2014:19 for detailed exposition).

The National Development Plan (NDP)

The National Development Plan (NDP) is a plan for the country to encourage long term planning i.e. 2030. The FTM IDP has incorporates the long term visioning as espoused in the NDP. The following six pillars have wide spread merits for our strategic planning:

1. Unite all South Africans around a common programme to fight poverty and inequality and promote social cohesion.
2. Have South Africans be active citizens in their community and in the development of the country.
3. A growing and inclusive economy with higher investment, better skills, rising savings and greater levels of competitiveness.
4. Building capabilities of the people and the state.
5. A developmental state capable of correcting historical inequalities and creating opportunities for more people while being professional, competent and responsive to the needs of all citizens.
6. South African leaders putting aside narrow sectarian interests in favour of national interest and putting the country first.

1.2.7. Amenable Powers and Functions

From a quantitative analytical procedure , the FTM performs **29% (12 out of 38)** of the powers and functions amenable to municipal government in terms of the Constitution (RSA, 1996), viz: **Municipal planning; Cemeteries; Building regulations; Refuse removal; Local tourism; Public facilities; Vehicle licensing and registration; Learners' drivers Licensing; Billboards & advertising; Street lighting; Traffic law enforcement and Local sports facilities.** These functions are performed by the Municipality in the context of this IDP. IDP is the document of all sectors (i.e community, government departments, private sector etc) and not just of the municipal officials and councillors. Community organisations can contribute towards the achievement of developmental objectives. The table next is devoted to community structures.

1.2.8. Community structures

Table 3: Community Structures

Ward	Type	Current activities	Status	Contact details
01	Awake & Rise Home Based Care	Care for patients	NPO	0714416324
	CPF,CWP, Phahla HBC	Safety issues	NPO	071 1930 077
	Bophelong Environmental Project	Vegetable	NPO	076 384 5631
	SANCO	Community issues	NPO	072 539 6303
02	Mantshatlala Fibre Project	Produces Mat & baskets	NPO	082 592 9289
	Home Based Care	Care for patients	NPO	082 813 1705
	Mphanama Bakery	Produces bread	Cc	072 038 6097
	Mapuwe Gardening	Produces vegetable	Cc	076 537 7788
	Moroba Disabled Centre	Produces flowers, needle work & baskets	NPO	073 263 0161
	CPF	Safety issues	NPO	076 140 5197
	Phela o phedishe gardening project	Gardening project		
	Monoka Development forum			
	Monoka Poultry Project			
	Youth against crime			
	Victim Empowerment support			
	HTA		NPO	082 355 1352
	Mathila General Project		CBO	076 145 3319
	Mphanama Substance Abuse		NPO	076 145 3319
03	Kiba	Maaparathakga	CBO	072 570 2833
	Lemamo traditional dance	Promotions		
	Mafolesankwe thabeng	Kiba Club		
	Mohlaletse Disable centre	Gardening, fencing, sewing, & gardening		
	Baroka Ba Phasha Brick Making & Gardening	Brick making & garden	NPO	
	Batlou Gardening		NPO	
	Maebe Home Based Care	Patrol the village	NPO	
04	Ikageng Home-Based Care Group	Provision of health services. Awareness of Sexually Transmitted Diseases.	NPO	076 369 5570
	Ban ba Nkwe Traditional Dance	Traditional Dance	NPO	076 1045 104
	CPF	Safety Issues	NPO	071 1930 077
	Ga-Radingwana Agricultural Cooperative	Crop production	CBO	072 570 9081
	Mpepu Self-Help Project	Poultry, vegetables & nursery	CBO	
	Ikageng Drop-in centre	Caring for the orphans & vulnerable children		

Ward	Type	Current activities	Status	Contact details
	Jamaica	Wedding		
	Mashilabele Rekakgona	Wedding dance		
	Tsoga Morobadi	Arts Creations	CBO	073 226 2217
	Makgobola Naga	Traditional Dance	NPO	
	Baroka Farming	Farming & Animal Feeding	CBO	082 479 8858
	Modiba Project	Piggery		
05	Home-Based Care	Care for patients	NPO	076 024 5875
	Ditlokwe Farming Project	Farming		
	CPF (Thibela Bosenyi)	Crime prevention	NPO	
	Modulathoko gardening Project	Gardening		072 978 1294
	Itekeng home based care	Home base care	NPO	071 1895 490
	Mohlaletse home base care	Home base care		072 6951237
	Modulathoko Gardening & Poultry project	Gardening & poultry		073 438 8625
	Hands of Hope	Dropping centre & Educator	NPO	074 067 0277
	Phela Dingwe Boroko	Kiba Traditional	NPO	072 253 9933
	Tumbu Bana Ba Bareadi	Mpepetlwane Traditional	NPO	076 145 3008
	Masoka	Makgagasa Traditional	NPO	072 528 1203
	Maparankwe	Makgagasa Traditional	NPO	082 682 4236
	Mathumasa a Kgotsa	Mathumasa Traditional	NPO	071 509 3152
	Matlosa	Makgagase Traditional	NPO	
	Maila-go-fengwa	Mpepetlwane Traditional	NPO	
	Mathumasa a Lethole	Mathumasa Traditional	NPO	
06	Community Policing Forum	Crime prevention	NPO	015 622 0101
	Home-Based Care (Itshepeng)	Care for patients	NPO	073 265 1160
	Fetakgomo Farming Project			
	Lawrence Phokanoka Drop in Centre	Care for Orphans and vulnerable children	NPO	
	Nchabeleng Youth Co-operative		NPO	
	Phela o Phedishe	Care for Patients	NPO	0723564690
07	Youth Forum	Fighting crime	NPO/CBO	072 529 4463
	CPF	Fighting crime	NPO	073 016 2412
	Gosebo Home-Based Care	Care for patients	NPO	079 850 7710
	Aganang	Produce vegetables		072 930 3191
	Lapa la Hunadi	Looks after aging population		072 930 3191
	Rural Women Association	Produce vegetables & selling of chicken		076 7474 070
	Mante Vegetable Project	Selling of chicken & vegetables		079 742 5052

Ward	Type	Current activities	Status	Contact details
	Fanang Diatla HBC	Care for patients	NPO	
	Ikageng	Produce vegetables		082 975 5202
	Ditshilwaneng Farmers Primary Cooperative	Poultry & Vegetables		076 965 5087
	Mankotsane Financial Service	Finance service		076 496 8763
	R W A	Agriculture & youth development		
	Ngwanamante	Women's club		
	Lapa ga leje le lengwe Multipurpose Centre	Care for theAged	NPO	072 673 6629
	Magana le Ngwaketse		NPO	082 364 4712
	Malatjane Poultry farming	Selling of chicken	NPO	072 613 2698
	Ga Masha Cattle Association		NPO	
	Natsi Health Center		NPO	
	Mphebatho Project	Produce vegetables	NPO	
	Basadi Adopt Canal		NPO	076 702 8467
	Leikamamos Co-operative		NPO	076 702 8467
	Matlala Legopane trading centre		NPO	
	Mogobeng poultry		NPO	076 019 5447
	Matlala Legopane crèche		NPO	
	Thetiane piggery		NPO	072 750 8958
08	Makgale Project	Make flowers, vegetables & chicken selling	NGO	079 874 3612
	Home-Based Care X2	Care for patients	NPO	076 646 3631
	Modulathoko	Make vegetables & chicken selling	NPO	078 257 5973
	Home Base Care (Phafogang, Itlhopeng)	Care for patients	NPO	
	Rural Women Association	Garden & sewing	NGO	076 646 3631
	Dikhulong Nkoana Youth Project	Dancing & vegetable making	NGO	072 877 7538
	Diphuti Co-operative			
09	Emang Baswa Poultry & Vegetable Project	Ploughing (with involvement of Dept of Agriculture)	NPO	076670 2682/079 6185122
	Leratong Projects			
	Moepathutse co-operative			
	Phagamang Womens Club	Ploughing, Vegetables	NPO	074 251 8962
	Pension Volunteer	Data unclear	NPO	076 032 1945
	Water Committee	Attending to water related issues	CBO	076 437 7206
	5 CPFs	Crime prevention	NPO	0828396039 / 0828669881 /

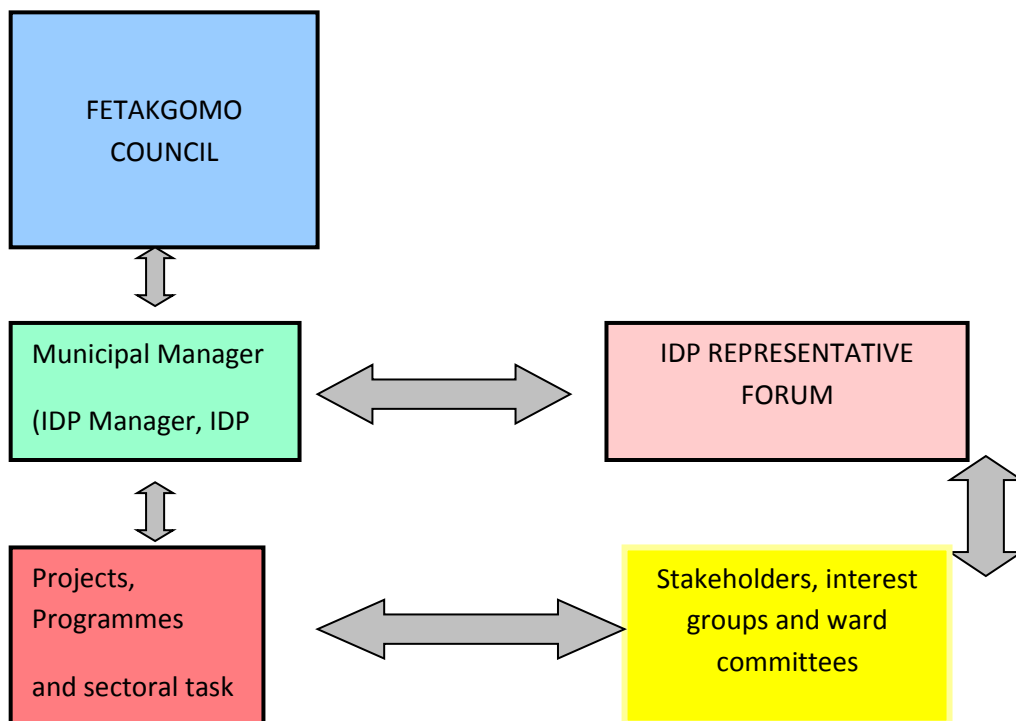
Ward	Type	Current activities	Status	Contact details
				0767701015 / 0828429886
10	CPF	Crime prevention	NPO	07967688854
	Home Based Care	Care for patients	NPO	0728409028
	Youth Development	Roka-Selepe youth development forum	NPO	0763205834
11	Sewing project	Sewing clothes	NPO	N/A
	Bakery	Data unclear	NPO	073 535 9976
	Poultry	Data unclear	NPO	Lucas Mphoka
	Motswadibeng Home Bearers	Care for patients	CBO	0763580749
	Farming & Garden	Farming & garden	NPO	N/A
	CPF	Crime Prevention	NPO	
	Ward based youth forum	Youth Development		
	ECD	Caring of Children		
12	Home-Based Care	Care for patients	NPO	073 237 8362
	CPF	Crime prevention		
	Khomanani	Door-To-Door Health Talk	NPO	073 862 5903
	Potlake intergrated care,	Care for patients		079 417 9486
	Tsoga re sepele Aged group	Care for adults and adults do handwork farming		076 010 9726
	Rostock poultry	Farming		076 886 6500
	Monametse CPF	Crime prevention		N/A
	Tjibeng mooilyk CPF	Crime prevention		079 584 4161
	Tiemaganang Drop in centre	Care for orphans &vulnerable Children		079 265 3689
	Mmamatia tshie Drop in centre	Care for orphans &vulnerable children		082 837 7726
	Tjibeng Garden	Vegetable	CBO	

Source: Fetakgomo Local Municipality, 2013.

It is apparent from the above table that most of the community structures that exist within Fetakgomo have a predominantly social service orientation rather than entrepreneurial orientation. While this finding is broadly acknowledged, a paradigm shift towards entrepreneurial initiatives is articulated in this chapter/research. This points to the need for creation of projects which have potential economic growth. The level of organizing and initiating capacity of our communities needs to be raised. A failure may lead to a scenario where the stipends received by some of these structures become a permanent feature thereby increasing a dependency ratio which is already reaching alarming proportions within Fetakgomo. There is a school of thought that argues that the low levels and or lack of entrepreneurial thinking is the result of low literacy levels. This perspective appears to take hold within the specificity context of Fetakgomo. The lack of community structures with entrepreneurial focus, then validates our earlier formulated hypothesis.

1.2.9. IDP/Budget Structures

Diagram 1: The IDP Institutional Context of Fetakgomo:



The arrows in the diagram above indicate the flow of information and communication as regards the Integrated Development Planning. As an expansion of the above, the table next deals with role clarification and distribution of responsibilities of structures in the IDP scenario.

1.2.9.1. Distribution of Roles and Responsibilities: A brief stakeholder analysis

Stakeholders	Roles and responsibilities
Fetakgomo Local Municipal Council	<ul style="list-style-type: none"> Prepare process plan for IDP Revision Undertake the overall management, coordination and monitoring of the process as well as the drafting of the local IDP Approve IDP within the agreed framework Submit necessary documentation on each phase of the IDP to the District Ensure participatory planning that is strategic and implementation oriented
SDM	<ul style="list-style-type: none"> Compile IDP framework for whole district Ensure alignment of IDPs in the District Prepare joint strategy workshops with local municipalities, provincial & national role players & other subject matter specialists.
Office of the Premier (OTP)	<ul style="list-style-type: none"> Ensure Medium Term Frameworks and Strategic Plans of Provincial Sector Departments consider IDPs Support and monitor COGHSTA's alignment responsibilities Intervene where there is a performance problem of provincial departments Investigates issues of non-performance of provincial government as may be submitted by any municipality
COGSTA	<ul style="list-style-type: none"> Ensure horizontal alignment of IDPs of various municipalities Ensure vertical/sector alignment between provincial sector departments/provincial strategic plans and IDP process at local level Ensure alignment between provincial departments and designated parastatals
Sector Departments	<ul style="list-style-type: none"> Identify an IDP Coordinator in the Sector Department (a consistent, knowledgeable person and responsible for all IDP related issues in the Department) Contribute technical knowledge, ideas and sector expertise to the formulation of municipal strategies, projects and sector plans Actively participate in the various Task Teams established for IDP process Provide departmental operational and capital budgetary information
IGR structures (Fetakgomo IGR Forum, IDP Rep Forum, IDP Managers' Forum, PDPF, DDPF)	<ul style="list-style-type: none"> Provide dialogue between sectors for holistic infrastructure development Promote inter-governmental dialogue to agree on shared priorities & interventions
Private Sector	<ul style="list-style-type: none"> Participate in the formulation of the plan Submit their projects in the IDP of the municipality Provide information on the opportunities that the communities may have in their industry
Other Stakeholders	<ul style="list-style-type: none"> Interest groups such as Magoshi, CBOs, NGOs, and Organisations for youth, women and people with disability, tertiary and research institutions may be involved in the local IDP Representative Forum. Aim is to consult with and respond to various interests of the community
Communities	<ul style="list-style-type: none"> Identify and prioritise needs Discuss and comment on the draft IDP review Monitor performance in the implementation of the IDP Review Participate in the IDP Representative Forum
Ward Committees	<ul style="list-style-type: none"> Articulate the community needs Participate in the community consultation meetings Help in the collection of the needed data/research
Community Development Workers	<ul style="list-style-type: none"> Help in the generation of the required data, thereby providing requisite support to Ward Committees

Table 4: Distribution of Roles and Responsibilities of Stakeholders in the IDP Scenario

Preparatory data for 2014/2015 IDP/Budget will be the subject of the next section.

1.2.10 IDP/Budget Process for 2015/16

Section 21(1)(b) of the Municipal Finance Management Act (MFMA) (no. 56 of 2003) generally echoes Section 28(1) of the Municipal Systems Act (MSA) (no. 32 of 2000) by prescribing that the Mayor of the Municipality must at least 10 months before the commencement of the financial year, table in the Council a time schedule outlining key deadlines for the preparations, tabling and approval of the annual budget and also the review of the Integrated Development Plan. **Below is the schedule for the IDP/Budget process for the 2015/2016 Financial Year Council Resolution (C.66/2014)** i.e to inform the 4th amendment of the Five Year IDP/Budget):

MONTH	ACTIVITY	Target date
PREPARATORY PHASE		
July 2014	<ul style="list-style-type: none"> Review of previous year's IDP/Budget process, MTEF included. EXCO provides political guidance over the budget process and priorities that must inform preparations of the budget. IDP/Budget Steering Committee meeting. Consultation with established Committees and fora 4th Quarter Performance Lekgotla (2013/14) 	July 2014
August 2014	<ul style="list-style-type: none"> Ward-to-Ward based data collection Collate information from ward based data. Submit AFS (Annual Financial Statements) for 2013/14 to AG¹. Submit 2013/14 cumulative Performance Report to AG & Council Structures 	August 2014
ANALYSIS PHASE		
September 2014	<ul style="list-style-type: none"> Council determines strategic objectives for service delivery through IDP review processes and the development of the next 3 year budget (including review of sector departments plans). Determine revenue projections and propose tariffs and draft initial allocations per function and department for 2015/16 financial year. Consult with provincial and national sector departments on sector specific programmes for alignment (schools, libraries, clinics, water, electricity, roads, etc). Finalize ward based data compilation for verification in December 2013. Update Council structures on updated data. 	September 2014
STRATEGIES PHASE		
October 2014	<ul style="list-style-type: none"> Quarterly (1st) review of 2014/15 budget, related policies, amendments (if necessary), any related consultative process. Begin preliminary preparations on proposed budget for 2015/16 financial year with consideration being given to partial performance of 2014/15. 	October 2014
PROJECTS PHASE		
November 2014	<ul style="list-style-type: none"> Confirm IDP projects with district and sector departments. Engage with sector departments' strategic sessions to test feasibility of attendance to planned sessions. 	November 2014

	<ul style="list-style-type: none"> Review and effect changes on initial IDP draft. 	
INTEGRATION PHASE		
December 2014	<ul style="list-style-type: none"> Table Draft 2013/14 Annual Report² to Council Review budget performance and prepare for adjustment Consolidated Analysis Phase in place IDP/Budget Steering Committee meeting IDP Rep Forum 	December 2014
January 2015	<ul style="list-style-type: none"> Table Draft 2013/14 Annual Report to Council. Submit Draft Annual Report to AG, PT³ and COGHSTA⁴. Publish Draft Annual Report in the municipal jurisdiction (website etc). Prepare Oversight Report for the 2013/14 financial year. Mid-Year Performance Lekgotla/Review/Strategic Planning Session, (review of IDP/Budget, related policies and consultative process). 	January 2015
MONTH	ACTIVITY	Target date
February 2015	<ul style="list-style-type: none"> Table Budget Adjustment (if necessary). Submission of Draft IDP/Budget for 2015/16 to Management, relevant stakeholders & structures 	February 2015
March 2015	<ul style="list-style-type: none"> Council considers the 2015/16 Draft IDP/Budget. Publish the 2015/16 Draft IDP/Budget for public comments. Adoption of Oversight Report for 2013/14. 	March 2015
APPROVAL PHASE		
April 2015	<ul style="list-style-type: none"> Submit⁵ 2015/16 Draft IDP/Budget to the National Treasury, Provincial Treasury and COGHSTA in both printed & electronic formats. Consultation with key stakeholders. 	April 2015
May 2015	<ul style="list-style-type: none"> Submit Final Draft IDP/Budget for 2015/16 with incorporated comments from stakeholders' consultation to Council for approval. Prepare SDBIP⁶ for 2015/16 f/y. 	May 2015
June 2015	<ul style="list-style-type: none"> Submission of the SDBIP to the Mayor. Prepare 2015/16 Performance Agreements of MM, Senior Managers and Middle Managers for 2015/16 performance year. 	June 2015

As is customary, three nodal public participation sessions were held in order to receive and synthesise community inputs into this IDP/budget. The sessions took place on the 30/01/2014 for Atok Node, 06/02/2014 for the Mphanama Node and 11/02/2014 for Apel/Strykraal Node. Further held public participation meeting with stakeholders on the 09/04/2013 for Magoshi and Ward councillors, Ward committee members & CDWs, on the 10/04/2013 for Business and Sports Art& culture, and on the 11/04/2013 for special groups. The IDP steering committee and IDP Rep-forum held on the 29/11/2012. On the 17/10/2012 the data from the questionnaires submitted by wards, one-to-one meeting helped a great deal in documenting this IDP/Budget.

1.2.11. Trend Analysis of the MEC For Local Government and Housing's Content Assessment of the FTM's IDP/Budget over two years

The MEC is an active observer and comments on the credibility of the IDPs. His/her observations are considered and help a great deal in informing the development of this IDP/Budget.

Table 6: Trend Analysis of MEC Opinion of FTM's IDP/Budget Content Assessment over the Last Seven Years

2007/08	2008/09	2009/10	2010/11	2011/12-2015/16	2012/13	2013/14	2014/15 Target
Low	Medium	High	High	High	High	High	High

The overarching opinion of the MEC during the 2013/14 IDP/Budget assessment was that the FTM should maintain the status quo i.e. high credibility rating. The target set in the table above indicates the extent of the FTM's consideration to the MEC's comments. It is noteworthy that there was specific finding amenable to FTM from the 2011/12-2015/16 MEC's content assessment of our IDP as shown in the infra table:

Finding	Alorative Action to MEC's Observations
Identification of strategically located land on which development is to occur not clear as it relates to farms.	Indicated in the current IDP/Budget

The chapter next comes to grips with the **situational analysis**.

CHAPTER 2

ANALYSIS PHASE: A SITUATIONAL ANALYSIS

2.1. DEMOGRAPHIC PARAMETERS (CONTEXTS)

This section deals with demographic parameters (contexts) of Fetakgomo

2.1.1. Population figures

The most recent census (2011) finds the Fetakgomo's population at about **93 814** which represents a drop of **16%** compared to **112, 232** population in 2007 (Statistics South Africa, Community Survey 2007). However when a comparative study is done with the 2001 census which found **92 083** population (Statistics South Africa, Census 2001), it represents a marginal upward population growth of **1.8%**. Table 7: Disaggregation of Fetakgomo's Population By Age and Gender Distribution (2011)

Age	Male	% Male	Female	% Female	Total	Total Population
0 - 4	6 077	6.4%	6 149	7%	12 226	13.4%
5 - 9	5 422	6%	5 447	6%	10 869	11.2%
10 - 14	5 183	6%	4 930	5.2%	10 113	11.2%
15 - 19	5 441	6%	5 437	6%	10 878	12%
20 - 24	4013	4.2%	4 342	5%	8 355	9.2%
25 - 29	3 099	3.3%	3 906	4.1%	7005	7.4%
30 - 34	2 318	2.4%	3 059	3.2%	5377	5.6%
35 - 39	1 893	2.0%	2 763	2.9%	4656	4.9%
40 - 44	1 573	2%	2 449	3%	4022	5%
45 - 49	1 493	2%	2 523	3%	4016	5%
50 - 54	1 271	1.3%	1 972	2.1%	3243	3.4%
55 - 59	1 229	1.3%	1 737	2%	2966	3.3%
60 - 64	976	1.04%	1 495	2%	2471	3.04%
65 - 69	645	1%	1 649	2%	2294	3%
70 - 74	752	1%	1 261	1.3%	2013	2.3%
75 - 79	382	0.4%	925	1%	1307	1.4%
80 - 84	274	0.2%	734	1%	1008	1.2%
85 +	217	0.2%	774	1%	991	1.2%
Total	42 258	45%	51 556	54%	93 814	100%

Source: Statistics South Africa, 2011.

There is ample evidence demonstrating that our population has decreased. This decrease has adverse budgetary implications and in the results represents a major challenge for service delivery. To give a mathematical perspective to this observation, Fetakgomo's population has decreased by 16.4% just in four years, between 2007 and 2011. FTM's population: 92 083 (census 2001), 112, 232 increased 18%, (Community survey 2007), 93 814 decrease of 16.4% (StatsSA census 2011). This decrease is explained largely by migration i.e there is out-migration of people from rural to the urban areas for various reasons including but not limited to better job opportunities, access to social amenities and facilities in urban areas (water, good roads, hospitals, schools, higher educational facilities etc). Demographic factors such as mortality and fertility factors appear to also play a role.

Current demographic research observes that median age for Fetakgomo's population is around 15-19 years. Female Population (54%) remains higher than the male population (45%). It means female exceed male population by 9% (9298). The fact that 21.2% (51601) of the population is concentrated within women who are still at their child bearing (those who are aged 15-49), leads us to hope for the exponential population growth in the foreseeable future. This projection (futures studies) can be falsified if women develop fairly low fertility aspirations in the intervening period.

Flowing from age composition presented earlier, it is quite evident that a significant proportion, 48.6% (44086) of Fetakgomo' population in under 20 years old and that about 9.2% (7613) are elderly residents (65+). The former is indicative of the fact that parents in urban areas often send their children to family members in areas to be looked after. From a pure economic viewpoint, persons aged 0-14 and as a social demographic category are economically inactive. So are the older people (age 65 and above). Thus Fetakgomo exhibits a relatively lower proportion of economically active population. There is a large-scale rural out migration of economically active population to economic growth areas/points in search for work. Migration has huge effects on rural municipal population such as Fetakgomo. The latter serves as an additional account of why Fetakgomo has little to benefit from its demographic dividend. The fact that the aging (65+) population accounts for more than 9.2% (7613) of the population in Fetakgomo has obvious implications for the provision of social welfare services. It would seem that mortality commences to increase at the age of 75+ within Fetakgomo. Although it is widely assumed that the more population ages, the more mortality instances occur, the table above posits that the distribution of mortality is biased towards the males in this regard. The trend of high female concentration among the older generation is not exceptionally a phenomenon of Fetakgomo but a common occurrence in developing or developed countries. Most demographers or population scientists assume that, as time elapses, more males die because they tend to engage in hard and risky activities/jobs. This IDP hypothesises that, absence of hospital within the municipal area, lack of access to better medical facilities et cetera) is the major source of mortality trends in Fetakgomo.

As later sections will dwell on the four nodal points occurring within Fetakgomo, safe to say that the Apel Node comprising wards 5, 6, and 8 seems to be containing a large population concentration because it accounts for about 34,5% of the municipal households. The second high concentration of population is assumed to be at Atok Node which entails wards 9,10,11, 12 and 13. It represents about 30,5% of the municipal households. Mphanama Node which consists of wards 1,2,3, and 4 accounts about 27% of the municipal households. Comprising ward 7, the Strydkraal nodal point is assumed to be reporting the lowest concentration of population because it contains nearly 8 % of the municipal households.

In a more fundamental sense, the data presented above should be able to inform government as regards how many hospitals clinics, schools, recreational facilities etc must be built. The findings have widespread implications regarding the degree to which provision of services (i.e. water provision, electricity etc) must be accelerated. For example, the rate at which access and provision of water is growing will need to be equivalent with the rate at which the population is growing..

For the record, Fetakgomo accounts for 9% of the total district's population. The Sekhukhune District Municipality's population is estimated at about 1 076 859. The table below attempts to study the population of Fetakgomo relative to sister municipalities within the district of Sekhukhune. In more familiar terms, this is known as a comparative analysis.

A comparative Analysis of Fetakgomo's Population With other municipalities within SDM

Municipalities	Persons (2011)	% of the district total	Persons (2007)	% of the district total	Persons (2001)	% of the district total
Fetakgomo Local Municipality	93 814	9%	112 232	10.3%	92598	9.5%
Ephraim Mogale Local Municipality	123,648	11.4%	124 510	11.4%	121327	12.5%
Elias Motsoaledi Local Municipality	249,363	23.1%	247 488	22.4%	221647	23%
Makhuduthamaga Local Municipality	274,358	25.4%	262 726	24%	262005	27%
Tubatse Local Municipality	335,676	31.1%	343 468	31.4%	269608	28%
Sekhukhune District	1076859	100	1090 424	100%	967185	100%

Source: Statistics South Africa, 2011

FETAKGOMO POPULATION: FURTHER STATISTICAL OVERVIEW

According to StatsSA (Census 2011), the population of the FTM is 93 814. In 2007, during the Community Survey, Fetakgomo recorded a population of 112 232 which signified exponential growth compared with 92 083 population in 2001. In ordinary interpretative parlances, the meaning of these statistics is that when the 2001 Census is compared with the 2011 Census the result paints a marginal upward population growth of 1731 people which represents just 1.8% increase. This figure is a marginal change, population growth – it is neither dramatic nor spectacular population growth. In fact, it could be deduced as ten years of almost stabilisation in population trends.

When a comparison (comparative study) is done/made between the 2011 Census and the 2007 Community Survey, the picture is not so rosy – it demonstrates a material drop of 18 418 people which represents a real, 16% population decline. It is this (decline) that this humble reading focuses on.

MAJOR CONTRIBUTORY DEMOGRAPHIC FACTORS: A BRIEF FACTOR ANALYSIS

Based on the above mathematical analysis, this reading turns its lens on the qualitative context, thereto sketch overarching factors influencing population decline. It argues that decline contributory factors range from migration, fertility, mortality to Census Night itself.

Migration

There is significant out-migration of people from Fetakgomo and rural areas to urban areas for reasons, inter alia: access to better opportunities such as jobs, access to better social amenities and facilities in urban areas such as higher educational facilities, universities, schools, hospitals (better health care services), good roads, water etc.

Low Fertility Aspirations

It is the speculation of this reading that some sections within the female population might have and still are developing fairly low fertility aspirations. Specifically this points to the women in the child bearing age cohort i.e those aged between 15-49.

Mortality

It is a profound fact that Mortality is haunting the community of Fetakgomo. Observational evidence that could be adduced to support this assertion is the increasing number of burials/funerals on Mondays, during-the-week. In the not so distant past (i.e before 2001), during-the-week funerals/burials was foreign, strange, unknown and non-evident. Municipally, the most recent strategic development perspective, 2012/13 IDP reasons that neo-natal mortality, chronic diseases such as diabetes, hypertension, pneumonia, arthritis etc, HIV/AIDS and so forth are among dominant (common) causes of deaths. Absence of hospital within the municipal jurisdiction aggravates these mortality factors to a significant degree.

Census Night

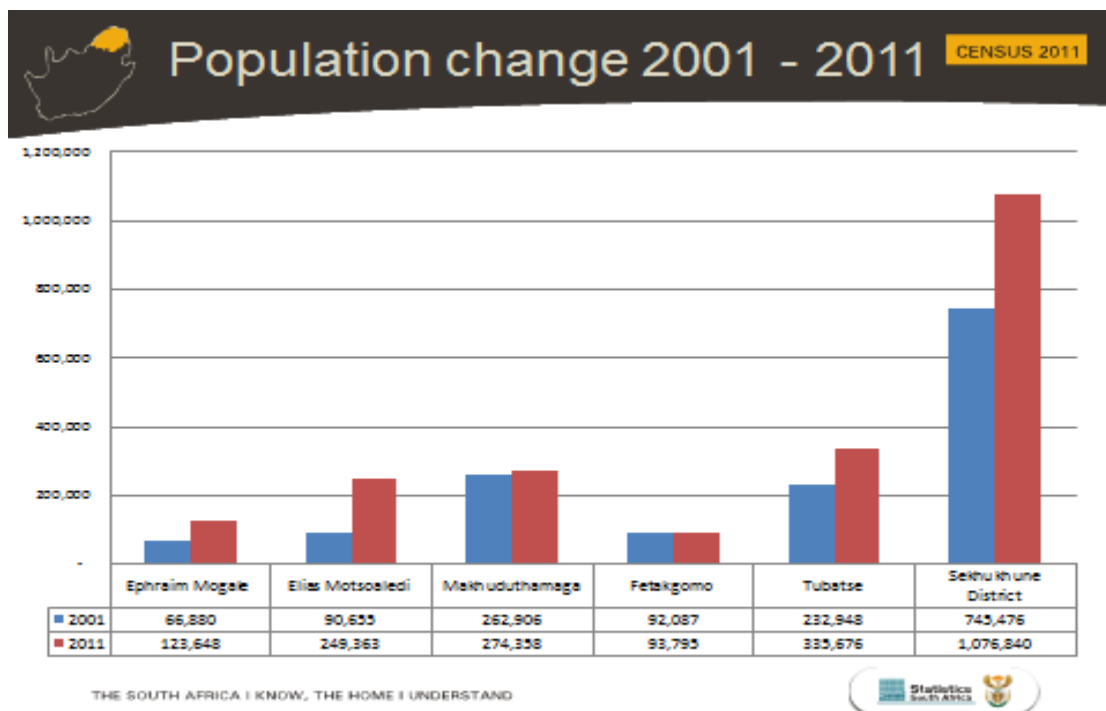
The 2011 Census night, 08th October 2011, was on the weekend i.e Saturday. This implies that people who were away, outside Fetakgomo on the Census night were counted in those areas they were and not in Fetakgomo.

A further clarificatory perspective

There could be a wonder as to why the households are on the continual increase – does an increase in households and drop on population add up. Figures before us from the StatsSA demonstrate that the total number of households in Fetakgomo rose from 19 022 in 2001 to 21 852 in 2007 and recently to 22 631 in 2011. In other words, the households rose by 3.4% in 2011 compared to 2007.

To sum up, population as argued previously, declined by 16% while households increased by 3.4%. The differentiator lies in the size of the household - it takes a qualitative methodologist to find the answer in the size of households. For example, the largest size of households in 2001 was five (05), in 2007 four (04) and recently in 2011 the largest size of household is one (01) within Fetakgomo (StatsSA 2011). This means that the largest size of the households has dropped from 4 in 2007 to 1 in 2011.

It takes a numerical literacy to observe a correspondence between population drop and households' size drop. It is found that 20%, 4 421, of the households account for 1 person. 13%, 3 011, of the household size accounting for 2 persons (StatsSA 2011). These figures illustrate that an increase in the number of households is not analogous to an increase in the overall population. It would be a fundamental error of basic demographic mathematics to determine population growth on the basis of an increase in the number of households. It is a variation of statistical principles.



Keeping in parenthesis that Fetakgomo is not an island, population will need to be viewed (beyond the district) within the Provincial and national contexts. Sekhukhune district constitutes 20% of the Limpopo's population which is 5 404 868. The figure (5 404 868) represents 4.8 per cent of the national population which is 51 770 560 in absolute number perspective (consult Statistics South Africa, Census 2011).

When our population is analysed with the provincial spectacles, it is found that out of 20 local municipalities in Limpopo, our population exceeds those of the Mookgopong (35 640), Modimolle (68 513), Bela-Bela (66 500), Musina 57 195), Thabazimbi (85 234), Molemole (100 408) as well as the Mutale (108 215) Local Municipalities (see Statistics South Africa, Community Survey 2007: xiii). It has already been pointed out that our municipality does not benefit from its demographic dividend partly because of low levels of development and fewer job opportunities. Thus, most of the economically active population are attracted by economically growth points or metropolitan areas which historically have better opportunities and infrastructure relative to rural areas.

Population by home language

The table below shows the breakdown of language by population group. Almost all Black Africans (94%) speak/spoke Sepedi as the first home language, followed by IsiZulu at (1.2%), and White people are almost evenly divided between English at (0.5%) and Afrikaans at (0.5%). As compared to 2001 Statistics South Africa Sepedi decreased by 3.4 and IsiZulu increased by (1.07%).

Language	Total (2011)	%	Total (2001)	%
Afrikaans	536	0.5	669	0.7
English	546	0.5	84	0.09
IsiNdebele	570	0.6	65	0.07
IsiXhosa	334	0.3	166	0.1
IsiZulu	1 159	1.2	123	0.13
Sepedi	88 142	94	89 725	97.4
Sesotho	147	0.1	108	0.11
Setswana	459	0.4	101	0.10
Sign language	129	0.1	-	-
SiSwati	460	0.4	434	0.47
Tshivenda	161	0.1	92	0.09
Xitsonga	632	0.6	495	0.53
Other	445	0.4	22	0.02
Not applicable	74	0.0		
Total	93 814	100%	92084	100%

Source: Statistics South Africa, 2011.

The needs of focus groups, viz, youth who represents +/- 48% of the population, women who constitute 54% of the population and the people with disability who represent about 5% of the population will be articulated in later section which deals with good governance and public participation. The table below limits itself, for instance, to the number of people with disabilities within Fetakgomo.

Table 8: People With Disabilities Within Fetakgomo

Disability	2007
Sight	897
Hearing	565
Communication	196
Physical	916
Intellectual	462
Emotional	775
Multiple disabilities	588
Total	4399

Source: Statistics South Africa, 2007 (the 2011 update is not readily available)

The majority of disabilities relate to sight, hearing and physical impairment. It is worth-mentioning that a social facility for people with disability exists at Ward 11.

2.1.2. Employment profile

Table 9 illustrates the employment profile of the Fetakgomo population.

Table 9: Employment profile for Fetakgomo

Persons	2011	% of district total	2007	% of district total	2001	% of district total
Employment	9184	10%	7236	2.8	4856	32%
Unemployment	13154	14%	11506	4.6	10455	68%
Discouraged work seeker	3273	3%	-	-	-	-
Other not economically active	27361	29%	-	-	33382	
Not applicable	40823	44%	-	-	-	
Total	93795	100%	18742	3.7	15311	100%

Source: Statistics South Africa, 2011, 2001 and 2007.

2.1.3 Income levels

Table 10 reveals income levels within Fetakgomo.

Table 10: Annual Household Income Levels

Income Level	(2011)	(2007)	(2001)
No income	45,253	64,233	121
R 1 - R 400	22,187	26,218	484
R 401 - R 800	2,419	1,905	509
R 801 - R 1 600	12,087	13,699	831
R 1 601 - R 3 200	1,678	1,685	1 475
R 3 201 - R 6 400	2,281	761	1 224
R 6 401 - R 12 800	1,810	1864	165
R 12 801 - R 25 600	1,034	588	33
R 25 601 - R 51 200	157	167	8
R 51 201 - R 102 400	25	0	6
R 102 401 - R 204 800	28	0	0
R 204 801 or more	27	0	3
Unspecified	4,736	-	-
Not applicable	74	-	-
Total	93,795	111,120	4859

Source: Statistics South Africa (2011)

2.1.4. Dependency Ratio

Observational evidence points to the effect that Fetakgomo exhibits a high dependency ratio. The main reason for this result can be observed from the table above which delineates Fetakgomo population by age and gender in which most Fetakgomo residents are children and elderly. Most people depend largely on the income of others.

2.1.5. Living Standard Measures

Living Standard Measures are generated from the list of household assets. They may be classified as low, medium and high. In Fetakgomo, just over 80% of households had low LSMs while the remainder had medium LSM (Department of Agriculture, 2007).

2.1.6. Human Development

Like many rural municipalities, Fetakgomo faces a number of social challenges. This section describes the social profile of the area. It provides an overview of education, health, social welfare, safety and food insecurity issues within Fetakgomo.

Education is important for both economic and social development. It is the bedrock on which a nation's economic destiny is built, particularly in today's global knowledge economy. It is also often the primary means through which individuals set out on their personal journeys of growth and attain their distinctive dreams and aspirations. International evidence suggests that countries that invest significantly in education reap major economic benefits in the medium to long term, and help build a more cohesive social fabric within the nation.

Although Fetakgomo exhibits general low educational base (weak skill base), table 11 is found to be exaggerating and therefore some of its findings will be interrogated/contested by this IDP/Budget. It is hypothesised that the situation is better than what the table portrays.

Table 11: Education Profile of Fetakgomo

Highest level of education	Males	%	Females	%
Grade 0	1953	5.5%	1867	4.1%
Grade 1/sub A (completed or in process)	1469	4.1%	1634	4%
Grade 2/sub B	1394	4%	1561	4%
Grade 3/standard 1	1566	4.4%	1696	4%
Grade 4/std 2	1681	5%	1628	4%
Grade 5/std 3	1800	5%	1591	4%
Grade 6/std 4	1696	5%	1517	3.4%
Grade 7/std 5	1974	6%	1751	4%
Grade 8/std 6/form 1	2796	8%	2420	5.4%
Grade 9/std 7/form 2	2788	8%	2847	6.4%
Grade 10/std 8/form 3/NTC 1	3505	10%	4083	9.1%
Grade 11/std 9/form 4/NTC 2	3446	10%	4865	11%
Attained Grade 12;	4648	13%	7006	16%
NTC 1 level 2	42	0.11%	41	0.09%
NTC 11 level 3	36	0.10%	38	0.08%
NTC 111 level 4	68	0.19%	43	0.09%
Certificate with less than grade 12	31	0.08%	32	0.07%
Diploma with less than grade 12	31	0.08%	38	0.08%
Certificate with grade 12	190	0.53%	281	0.63%
Diploma with grade 12	251	0.70%	473	1.06%
Bachelor's degree	151	0.42%	168	0.37%
Post graduate diploma	52	0.14%	91	0.20%
Higher degree (Masters/PhD)	42	0.11%	43	0.09%
No schooling	3880	11%	8761	20%
Total	35490	100%	44474	100%

Source: Statistics South Africa (2011)

As observed above, the data provided by Statistics South Africa on education profile does not tally with the population size provided earlier. At the bottom of the table, however, illustrates high proportion of illiteracy. This finding is disheartening. No schooling proportion is followed by those who have some primary education. Normative implication is that Fetakgomo is marred by skill shortfall. These findings call for education enterprise to redouble its efforts in the skill provision arena. This is the most effective way of fighting unemployment, low income levels and related features of underdevelopment.

The overall Fetakgomo 2012 matric pass rate is **60%** (845 out of 1407 learners who wrote 2012 matric exam passed. This represent a real increase of **15%** matric pass rate compared to **51%** in 2010 matric results. Out of 4 circuits in Fetakgomo, Lepellane, Mashung, Mohlaletse and Seotlong, Lepellane became the top performing circuits with **71.54 %** pass rate followed by Mohlaletse with **70.33%**. Both Mashung and Seotlong obtained **50%** pass rate. The pace at which the education fraternity is seeking to improve the above table is progressing at the snail's pace.

The Busary Fund by the FTM (total spending of 250 000 for 2013/14) aims at mitigating the low literacy levels observed above. It is in a sense a contribution to skills development.

2.2. SPATIAL RATIONALE

2.2.1. Spatial Analysis

Land ownership is predominantly under the South African Development Trust but under the custodianship of local traditional authorities. The SDF found that **99%** of land in the municipal area is under the custodianship of traditional authorities. Approximately **1%** of the land is under the hands of private owners i.e land on Bopedi Shopping Complex and on an emerging mining development along the R37 road. Until October 2009, the FTM did not own a single hector of land. The FTM was honoured to receive **64** hectors of land transfer in its name on the 1st October 2009 as part of the Township Establishment Programme. **The 64 hectors present an opportunity for the Municipality to attract investors and create an enabling environment for integrated and sustainable human settlement.** However, there are still processes to acquire more land in the neighbourhood. The greatest **challenge** is infrastructure provision on the acquired land. The land issue within Fetakgomo is of critical importance because of the extent of traditional ownership. This affects current land uses in the area, and is an enormously influential determinant of future development in Fetakgomo.

In general terms, the Fetakgomo municipal area exhibits similar settlement patterns to those found in the rest of the Limpopo Province. The area is characterised by dispersed and fairly small settlements. The size and dispersed dynamics of these settlements make it extremely expensive and **challenging** to provide bulk infrastructure. Settlement pattern is 'ribbon' – along the main roads. Few settlements are scattered away from this pattern. Most of the scattered settlement are either stagnant or are declining. Soil, geomorphological and topographic analysis of the Fetakgomo municipal area indicates that there exist areas that are not suitable for settlements. Further soil analysis shows that some settlements were founded on rare fertile agricultural soils. This represents a concern of fertile soil sterilization or extintuin. Another concern is the chaotic and uncoordinated manner in which residential development is currently taking place. This is largely because there is inadequate coordination between the Municipality, the traditional authorities and provincial Department of Co-operative Governance, Human Settlement and Traditional Affairs (COGHSTA). The functions for site demarcation and allocation remain vested with the traditional authorities and provincial Department of Co-operative Governance, Human Settlement and Traditional Affairs (COGHSTA) respectively. In reality, however, traditional authorities within Fetakgomo continue to perform both functions, often with resultant catastrophic effects. It is hoped, however, that the township establishment processes undertaken by the Municipality and the COGHSTA will improve land use management, particularly at the Apel Nodal Point. This IDP purposes to reflect the stress of land invasion at the area earmarked for Township Establishment.

2.2.2. Current settlement patterns and development

The FTM's spatial profile has an immediate and devastating bearing on the economic potential of the area. It is unquestionable that land ownership is the single biggest constraint to economic growth in Fetakgomo. The land issue affects everything in this very small economy. It undermines growth in all areas and could almost be deemed one of the main root causes of poverty.

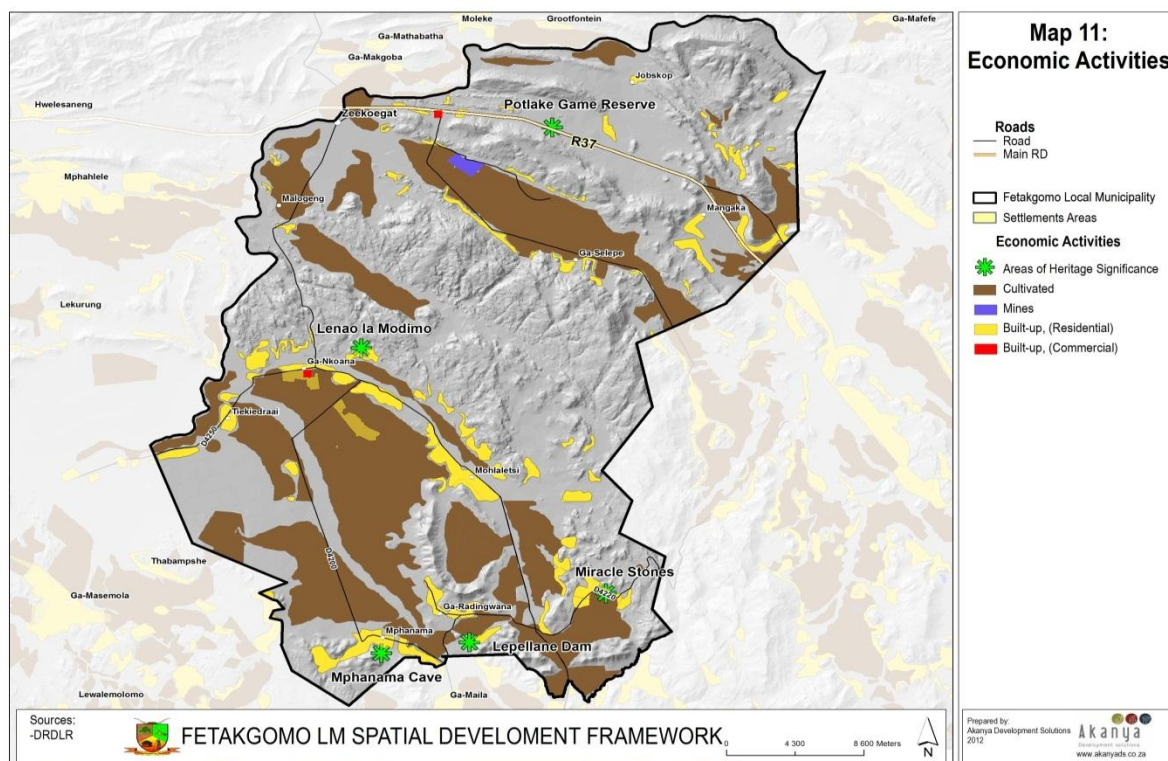
Land claims, as well as the availability and ownership of property in traditional authority areas and state owned land, permeates as a constraint through all sectors - from constraining commercial level investment to undermining the scale and viability of emerging farmers. It also undermines capital appreciation of property values for everyone living in the area.

The current situation creates investment uncertainty. Potential investors will not come to Fetakgomo if they are unable to own land. Unfortunately, there is very little that a local municipality can do, as most of the influential regulatory powers within the land sector are located at national government level. There was no land use planning policy prior the adoption of LUMS (2008) in Fetakgomo.

Land use allocations and control have been predominantly driven by traditional authorities until recently whereby a significant number of residents have started to apply for Permission To Occupy (PTO) through the Municipality. The land use applications are processed along the LUMS and SDF guidelines and applications are forwarded to the COGHSTA for the issuance of PTOs.

Traditional Authorities' involvement in this regard is in relation to recommendation of the application to the Municipality while the Municipality verifies that the earmarked land use is line with the LUMS and SDF guidelines.

As an expansion of the above, below is a map that depicts the space economic activities. This highlights the link between space and economy (space economy).



Source: Fetakgomo SDF 2013.

Economic Potential.

The spatial distribution of cluster of economic activities (i.e. nodes etc. not individual spaza shops) is indicated on Map above. There are a number of risks associated with the Fetakgomo economy. First, it is apparent that the Fetakgomo economy depends mainly on mining and public sector funding (Issue 4). In addition, multi-jurisdictional land ownership (Issue 2), infrastructure availability and education levels (issue 3) are the main constraints to growth. The dispersed and unstructured settlement pattern (Issue 1) also limits the number of economic opportunities created by scale benefits. In addition, low income levels decreases the local population's consumer spending.

This situation is worsened by the fact that significant levels of local money (an already small resource pool as mentioned above) flows out of the Fetakgomo economy because local residents make their purchases outside municipal boundaries. Certain local sectors earn revenue from external markets, but the scale of this is limited. These and other important features of the Fetakgomo economy are discussed below:

Possible extension of mines:

Fetakgomo is rich in high grade platinum ore close to the surface, which is also located closer to the smelter than other mines. This comparative advantage is competitively utilised at Atok platinum mine. The LED strategy (2011) mentioned planned expansions of the existing platinum mine in the area and related growth in employment provision in this sector. It also referred to the possible establishment of two chrome mines. The establishment of the chrome mines have not realised at the time of writing, and it is also not clear whether significant future extensions are still on the cards for the platinum mine (owned by Anglo American Platinum Ltd.). At the time of writing (July 2012), Anglo American Platinum Limited reported a 78% decrease year-on-year in headline earnings per share due to lower sales volumes and weaker average realised rhodium

and nickel prices. This situation illustrated the risks associated with the local economy's heavy reliance on mining.

External purchases by locals.

Local Fetakgomo residents purchase many items, particularly furniture, food and consumables, community services, clothing, vehicles, construction, construction materials and medical services, from external towns and cities. However, the established retail shopping complex has to some limited extent changed this situation and created several opportunities for the Fetakgomo economy by supplying these goods locally.

Sectors earning revenue from external markets.

There are very few sectors that earn revenue from external markets. These include platinum mining, transport (taxis), the informal trade of agricultural produce and the supply of goats to Gauteng and other nearby provinces for traditional rituals. The transport sector relies mainly on proximity to local customers for competitive advantage. Lead enterprises in these sectors have proven their competitiveness by trading profitably in external markets. Beyond these industries, however, mining far outstrips every other sector in this regard. Mining's competitive advantage is more robust due to the rich platinum deposits close to surface, the fact that there is a smelter close by as well as linkages to international value chains.

Demand conditions.

As may be expected in a rural area with a small population, markets and sophisticated demand are limited. However, Fetakgomo is fortunate to have a mine which is linked to the international platinum market and which plans to grow aggressively. The only other significant markets are retail and the public sector which plans to increase investment in basic infrastructure and presents construction opportunities. A limitation to external demand is however the area's isolated and inaccessible location.

Quality of life.

Quality of life factors are important to higher level income persons deciding to live in a particular location. Fetakgomo has an attractive landscape, crime levels are low, living conditions are pleasant and with quality education and recreational facilities available within 1 hour's drive away in Polokwane. The town of Atok is much closer to Bokone Platinum Mine than Polokwane or Burgersfort. Mine employees living here would save 45 minutes travelling to work twice a day.

The established Fetakgomo Shopping Mall has resulted in fewer locals travelling to Polokwane and Lebowakgomo regularly to shop and for entertainment. Four quality of life factors offer possible advantage and should be promoted: (1) proximity to work at Bokone Platinum Mine located in Atok; (2) an attractive setting for homes; (3) low house prices (assuming property rights / land ownership are resolved); and low levels of crime.

In recent years, the efficiency of social grant delivery has increased significantly. However, the ability of the Fetakgomo economy to retain this fiscal inflow, through the provision of local goods and services, has not developed commensurately. In addition, a significant part of the economy is dominated by large mining companies with their headquarters and procurement bases outside the Sekhukhune District. This has implications for economic development in the area.

Tourism opportunities

Areas of heritage significance can be found in the FTM:

- Miracle Stones: miracle stones referred to as Mamkuru are found in the Phahlamanoge Village; the cultural belief is that if the stones are disturbed a great storm will be triggered.
- Lenao la Modimo: an ancient footprint is found at Ga-Maisela (fossilised footprints).
- Mphanama Cave: the cave is found in the village of Mphanama, which was used as a hiding place during ancient wars.
- Potlake Game Reserve: the reserve is situated next to the Legobje mountain / hills.
- Lepellane Dam: the dam is located in the Lepellane River near the southern border of the FTM, in an attractive mountainous area.

The positions of these sites are also indicated on Map 11: Economic Activities.

In summary, there are areas of economic potential, closely linked to the natural resources available in the area (Issue 5), but also limitations and risks in terms of education profile, spatial isolation, limited water resources, and reliance on the mining sector which in turn is very exposed to downturns in the global economy.

Land Ownership, Availability and Land Reform

Currently, 70% of land in Fatakgomo is state-owned, awaiting the issues of land claims to be resolved, as indicated on Map 12: Ownership. A further 13% is privately owned and 6% is already formally owned by a traditional authority. In spite of what is reflected in terms of formal land ownership, most of the land in Fatakgomo is however under traditional authority. This situation is not reflected in the official ownership status of land in the area due to land reform processes not having been finalised yet. The diverse land ownership between the traditional authority and government presents a developmental challenge in Fatakgomo, in that the authority to release land for development is still not resolved. There are isolated land parcels that are privately owned including mining areas to the north. Baroka Ba Nkwana traditional authority controls the majority of the land where the Apel and Atok nodes are also located.

2.2.3. Nodal points and hierarchy of settlement

As previously shown, there are four nodal points occurring within Fatakgomo, inter alia, Apel Node, Atok Node, Mphanama Node and Strydkraal Node. The table below attempts to identify strategically located land and establish hierarchy of settlements for the Municipality from an IDP analysis perspective:

Table 12: Hierarchy of settlements

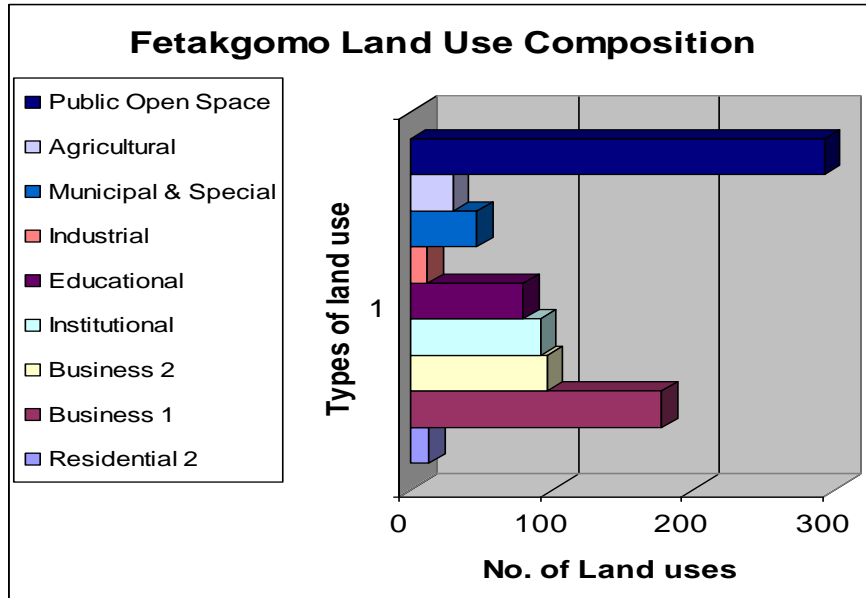
Node	Settlement order	General motivation and defining features	Farm Names
Apel	First order settlement	This is a municipal growth point. Institutional capital node of the FTM. Business hub of the FTM due to Bopedi Complex. It is spatially the central location of the other three nodes. It accounts for about 39% of the municipal households. It is the population concentration	Hoeraroep 515 KS, Goedverwacht 511 KS, Maleskraal 509 KS, Fesant Laagte 506 KS

		node of the FTM, it Comprises Wards 3, 5, 6 and 8	
Atok	Second order settlement	Primary mining node. Existence of Atok Thusong Service Centre gives it a local service point status. It represents about 31% of the municipal households (i.e Wards 9, 10, 11, 12 and 13.	Rostok 410 KS, Jagdlust 418 KS, Zeekgoegat 421 KS, Diamand 422 KS, Middlepunt 420 KS, Indie 474 KS, Dalsophat 461 KS, Schoonoord 452 KS, Himalaya 463 KS, Zwitserland 473 KS, Avoca 472 KS, Dekamp 507 KS, Balmore 508 KS, Quartz hill 542 KS, Pascha skraal 466 KS, Klipfontein 465 KS, Brakfoentien 464 KS, Umkoanes stad 419 KS, Winterveld 417 KS,, Zwartkoppies 413 KS, Waterkop 113 KT.
Strydkraal	Third order settlement	Primary agricultural node. It consists of Ward 7 and comprises/accounts nearly 10% of the municipal households.	Strydkraal 537 KS, Mooiplaats 515 KS, Eersteregt 502 KS, Middelin 538 KS, Vlakplats 770 KS.
Mphanama	Fourth order settlement	It has excellent opportunity for tourism development due to Lepellane Dam, Mphanama Cave etc. Characterised by dispersed and fairly small settlements/villages. It is also characterised as the local service point. It consists of Wards 1, 2,3 and 4. It accounts for 25% of the households	Parys 779 KS, Geeneinde 774 KS, Paradys 773 KS, Zoetvelden 780 KS, Doornveld 781 KS, Scheepers Rust 771 KS,

Fetakgomo has one protected environmental conservation area, the Potlake Nature Reserve, which takes up most of the western section of Ward 13. Chart 1 below indicates the various land-uses found in the Fetakgomo jurisdiction and the area that such land-uses cover.

Chart 1: Land use composition for Fetakgomo

Land Use type	Total number of uses	Percentage of uses
Residential 1	14685	95%
Residential 2	13	0.10%
Business 1	178	1.10%
Business 2	97	0.60%
Institutional	92	0.60%
Educational	80	0.50%
Industrial	12	0.10%
Municipal & Special	47	0.30%
Agricultural	30	0.20%
Public Open Space	293	1.90%
Total land uses	15527	100%



Source: Fetakgomo Land Use Management Scheme Map(2007)

Fetakgomo Tenure status

Households	Total (2011)	Total (2007)	Total (2001)
Rented	1 979	697	1 066
Owned but not yet paid off	913	20 817	1 022
Occupied rent-free	7 656	172	4 945
Owned and fully paid off	12 073	0	11 755
Other	229	0	233

Source: Statistics South Africa (2011)

2.2.4. Current land claims in Fetakgomo

Table 13 indicates the land claims lodged in the Fetakgomo municipal area.

PROPERTY	PROJECT NAME	KRP	STATUS
Diamand 422 KS	PETA WA	511	Research
	BAPHOTO BATAU COMMUNITY	1939	Research
	BAROKA-BA NKOANA TRIBE	2550	Research
Grootdraai 429 KS	BAKGAGA BA MPHABLELE TRIBE	2341	Research
Blauwbloemetjeskloof 428 KS	No Claim	No Claim	No Claim
Zeekoegat 421 KS	PETA WA	511	Research
	BAROKA-BA NKOANA TRIBE	2550	Research
Jadglust 418 KS	BAROKA-BA NKOANA TRIBE	2550	Research
	THE KINGDOM OF SEKHUKHUNELAND	2585	Research
Matabata's Location 306 KS	No Claim	No Claim	No Claim
Haakdoornhoek 409 KS	BAROKA-BA NKOANA TRIBE	2550	Research
Middelpunt 420 KS	BAROKA-BA NKOANA TRIBE	2550	Research
Locatie Van Mhatelele 457 KS	No Claim		Research
Schoonoord 426 ks	BAROKA-BA NKOANA TRIBE	2550	Research
	THE KINGDOM OF SEKHUKHUNELAND	2585	Research
Dal Jasaphat 461 KS	BAROKA-BA NKOANA TRIBE	2550	Research
Indie 474 KS	MPAKETSANE COMMUNITY	1678	Research
	THE KINGDOM OF SEKHUKHUNELAND	2585	Research
	BAROKA-BA NKOANA TRIBE	2550	Research
Olifantspoort 479 KS	MPHABLELE KJ	743	Research
	BAKGAGA BA MPHABLELE TRIBE	2341	Research
Eersteregt 502 KS	NTSHABELENG TAU-MANKOTSANA TRIBE	6917	Research
Fortdraai 517 KS	MPHABLELE NSP	12201	Research
	BAKGAGA BA MPHABLELE TRIBE	2341	Research
Mooiplaats 516 KS	TAU TRIBE	1833	Research Report approved
Hoeraroep 515 KS	BAPHOTO BATAU COMMUNITY	1939	Research
	BAROKA-BA NKOANA TRIBE	2550	Research

	NTSHABELENG TAU-MANKOTSANA TRIBE	6917	Research
Goedverwacht 511 KS	BA-BINA TLOU BA MAISELA	1512	Research
	BAPHOTO BATAU COMMUNITY	1939	Research
	MAKOLA JM	5530	Research
	BA-BINA TLOU BA MAISELA	1512	Research
	MAKOLA JM	5530	Research
Driekop 540 KS	BAPHOTO BATAU COMMUNITY	1939	Research
Middelín 538 KS	BAROKA-BA NKOANA TRIBE	2550	Research
Heerlykheid 768 KS	MASHABELA NJ	1481	Research
Strydkraal 537 KS	TAU TRIBE	1833	Research report aproved
Kanaan 783 KS	MASHABELA PJ	1560	Research
	THE KINGDOM OF SEKHUKHUNELAND	2585	Research
	PEDI-MAMONE	1598	Research
Parys 779 KS	TAU-NKADIMENG (MANGANENG) TRIBE	2542	Research
	BAKONE TRIBE	1045	Research
	TSWAKO-LEKENTLE	1522	Research
Zwemkloof 283 KT	No Claim		Research
Thornhill 544 KS	TSWAKO-LEKENTLE	1522	Research
Fernkloof 539 KS	THE ROKA MASHABELA	1447	Research
Dingaanskop 543 KS	No Claim	No Claim	No Claim
Mingeluk 904 KS	No Claim	No Claim	No Claim
Magnets Vlakke 541 KS	THE KINGDOM OF SEKHUKHUNELAND	2585	Research
Malekskraal 509 KS	THE KINGDOM OF SEKHUKHUNELAND	2585	Research
Fesant Laagte 506 KS	No Claim	No Claim	No Claim
Balmoral 508 KS	THE KINGDOM OF SEKHUKHUNELAND	2585	Research
	MOKWENA E	3806	Research
Quart Zhill 542 KS	THE ROKA MASHABELA	1447	Research
London 249 KT	MAPULANA TRIBE	5465	Research
	MALELE COMMUNITY	6220	Research
	MORIPA TL	6541	Research
	THIBELA TM	6560	Research

	THABAKGOLO TRIBE	3623	Research
Hackney 116 KT	THE ROKA MASHABELA	1447	Research
De Kamp 507 KS	No Claim	No Claim	No Claim
Twickenham 114 KS	THE ROKA MASHABELA	1447	Research
	WINTER CT	1441	Research
Avoca 472 KS	BAROKA-BA NKOANA TRIBE	2550	Research
Zwitzerland 473 KS	BAROKA-BA NKOANA TRIBE	2550	Research
Himalaya 463 KS	No Claim	No Claim	No Claim
Surbiton 115 KT	MAGADIMANA NTOENG L/GOVT	1493	Research
	THE KINGDOM OF SEKHUKHUNELAND	2585	Research
Paschaskraal 446 KS	CHARNLEY FAMILY	6568	Research
	MOGOTSE COMMUNITY	1520	Research
Klipfontein 465 KS	MAESELA MANOTWANE TRIBE	1508	Research
Brakfontein 464 KS	SELEPE DA	1496	Research
Umkoanesstad 419 KS	BAROKA-BA NKOANA TRIBE	2550	Research
	THE KINGDOM OF SEKHUKHUNELAND	2585	Research
Winterveld 417 KS	BAROKA-BA NKOANA TRIBE	2550	Research
	ATOK ZONAL RDP	11144	Research
	PETA WA	1511	Research
	JIBENG COMMUNITY	1530	Research
	MOROGA PULANA TRIBE	1515	Research
Rostok 410 KS	BAROKA-BA NKOANA TRIBE	2550	Research
	MODUPSANA COMMUNITY	9359	Research Approved
	ATOK ZONAL RDP	11144	Research
Moeijelyk 412 KS	JIBENG COMMUNITY	1530	Research
	BAROKA-BA NKOANA TRIBE	2550	Research
Rooipoort 56 KT	MAMPA COMMUNITY	5328	Research
	MAFEFE LOCAL AUTHORITY	2208	Research
	DITLOU NTSHONG TRIBE	2544	Research
	BAGAMAMPA STAM	6194	Research
Jobskop 411 KS	BAROKA-BA NKOANA TRIBE	2550	Research

Roodekrans 94 KT	MAFEFE LOCAL AUTHORITY	2208	Research
Mafeke 101 KT	MAFEFE TRIBE	2543	Research
Staven hagen 92 KT	MAFEFE LOCAL AUTHORITY	2208	Research
	BABINATLOU TRIBE	1445	Research
Stellenbosch 91 KT	ROKA PHASHA MAKGALANOTO	1440	Research
Schwerin 95 KT	ROKA PHASHA MAKGALANOTO	1440	Research
Wismar 96 KT	THE KINGDOM OF SEKHUKHUNELAND	5773	Research
	ROKA PHASHA MAKGALANOTO	1440	Research
De Paarl 97 KT	ROKA PHASHA MAKGALANOTO	1440	Research
	THE KINGDOM OF SEKHUKHUNELAND	5773	Research
Zwartkoppies 413 KS	JIBENG COMMUNITY	1530	Research
	BAKGAGA-BA-MAUPA COMMUNITY	2284	Research
	BAROKA-BA NKOANA TRIBE	2550	Research
Waterkop 113 KT	MAMPA MJ	1444	Research
	BAROKA-BA NKOANA TRIBE	2550	Research
	THE KINGDOM OF SEKHUKHUNELAND	2585	Research
	ROKA PHASHA MAKGALANOTO TRIBE	1440	Research
Mecklenburg 112 KT	THE KINGDOM OF SEKHUKHUNELAND	2585	Research
	WINTER CT	1494	Research
	ROKA PHASHA MAKGALANOTO	1440	Research

Source: Regional Land Claims Commissioner, October 2013

Most land claims within Fetakgomo are not likely to be soon resolved. They are on traditional authority land which requires tenure reform rather than restitution. At present, the FTM's role in expediting development is limited to the facilitation of preparation of community resolutions that must be signed and approved by the Department of Rural Development and Land Reform' Director-General. It is critical that other spheres of government pay more attention to this issue as it currently thwarts potential development initiatives in Fetakgomo.

2.2.5. Allocated units within villages

Table 14: Allocated units within villages

Village	Ward	Year	Number of sites allocated
Seroka,	Ward 01	2013/14	40
Malekastraal			50
Ga-Phasha	Ward 03	2013/14	40
Sekateng	Ward 05	2013/14	05
Maroteng, Mohlaletse,			10
Ga-Tladi (Photo/Matotomale)			20
Bofala			20
Mapoteng	Ward 6	2013/14	40
Tjiebane, Komane,Makgaleng			20
Total			310

Source: COGHSTA December 2012

2.2.6. Environmental analysis

The FTM has fewer environmentally sensitive areas with serious spatial concerns. Potlake Game Reserve is the premier resource of note in the Municipality that requires both protection and programmes to exploit its potential to economic benefits. The FTM's Integrated Environmental Programme illustrates (using maps) sensitive environments within the municipal jurisdiction i.e areas environmentally sensitive to flora, mammal, butterfly, reptile, scarab, bird, toatal sensitivity and biospheres, cultural heritage sensitivity – with monuments). The Fetakgomo environment influences economic opportunities in the area, as well as the living conditions of its inhabitants.

Biophysical environment

Biophysical environment is inclusive of several variables discussed underneath such as climate, geology, biodiversity, heritage sites et cetera. In general, the Sekhukhune climate is highly variable in terms of rainfall intensity, duration and frequency. This exacerbates the water shortage problem, which is a key developmental constraint in the District. The Fetakgomo municipal area is characterised by a hot climate in the Olifants River Valley. The average temperature shows moderate fluctuation with average summer temperatures of 23°C, as well as a maximum of 28°C and a minimum of 18°C. In winter, the average is 13,5°C with a maximum of 20°C and a minimum of 7°C (as measured at the Sekhukhune Weather Station).

Climate

There have been a few recent studies that have highlighted the important role that climate, for instance, plays in Sekhukhune livelihoods and stresses (Ziervogel et al, 2006; DoA, 2006). More specifically, rainfall patterns in the in Fetakgomo and SDM in general are highly variable – a situation that tends to disrupt a wide range of socio-economic activities in the area such as rain-fed crop production, often with very little warning. The Sekhukhune area has in fact been significantly affected by both El Niño and La Niña events in some past years, which has affected the amounts of rainfall received in the area (Ziervogel et al, 2006). El Niño tends to be associated

with below average rainfall, whilst La Niña often incurs above average rainfall. The recent drought in Fetakgomo and the District generally is partially a result of these phenomena.

Fetakgomo is located in the Summer Rainfall Zone of the country, and receives more than 80% of its rainfall between November and March. The mean annual precipitation (MAP) as measured at the Zebediela Weather Station from 1949 - 2001 was 51 mm. Most of the precipitation occurs between October to March, with the highest average monthly rainfall during January (100,84 mm) and the lowest during July (2,89 mm). Thunderstorms, with the associated low soil penetration and high level of erosion, are common in the area.

It is worth-mentioning that FTM has in recent period (2013) identified by LEDET as one of the most vulnerable municipalities with respect to climate change. Climate change has a direct impact on the ability of the FTM to meet her developmental objectives. This IDP/Budget thus sets out to integrate climate change into wide municipal planning.

Water resources

About **seven (08) wetlands** have been identified within Fetakgomo, viz, at Malomanye, Pelangwe (Ward 09), Maisela/Marakwaneng, Magabaneng (Ward 05), Ga- Nkwana (Ward 08), Boselakgaka, Mamokgalake (Ga-Selepe) (Ward 10) and Radingwana. These **wetlands** need to be protected (take care of them) because they provide source of water and meet spiritual needs of the population. Environmental research reveals that over **50%** of wetlands nationally have been destroyed. Environmental specialists tend to teach that it takes nearly **100 years** for a wetland to resuscitate once it has been destroyed.

Geology

Overall the geology of the study area, FTM can be classified as follows: Gabbro (South of the R37), Anorite band (adjacent to the R37), Clinopyroxenite (to the North of R37), Arenite (adjacent to the Olifants river). According to Ninham Shand (cited in FTM Integrated Environmental Plan, 2003:22) a shale band immediately south to the Olifants River is identified as a potential Andalusite source.

Fetakgomo's soil does seem to be suitable for farming and somewhat grazing. Studies, however, are not conclusive/precise on the characterization of soil potential class of Fetakgomo. Can Fetakgomo's soil be classified as **High Potential Soil**, **Moderate Potential Soil** or **Low Potential Soil**? Anecdotal position of this IDP is that the FTM's soil reflects combination of two or more variables of these classes. **This is an empirical statement that has not been tested.** Thus the stamen will need to be triangulated by specialists in the agricultural fraternity (agronomists). From this extrapolation, one of the key recommendations from this IDP will be that further studies on the soil potential of Fetakgomo be performed to indicate/detail the economic viability of the soil. However, according to ENPAT (Northern Province CD) (cited in FTM Integrated Environmental Plan, 2003:22) soils in the south and south-western parts of FTM are generally well drained red-yellow apedal soils of the Hutton Form and are approximately 300mm deep. **"These soils are highly suitable for arable agriculture where the climate permits"** (concludes the same study, FTM Integrated Environmental Plan, 2003:22). The soils on the Leolo Mountain are deemed not suitable for arable agriculture

Heritage sites

The heritage sites within the FTM that are linked to cultural tourism are: waterfall at Ga-Maesela (India), Waterfall at Monametse, Waterfall at Phahlamanoge, Eco-stones at Phahlamanoge, Caves at Seroka, Lenao La Modimo at Ga-Maesela as well as Stellemboch Cultural Village at Manametsi. The challenge is to develop these sites to increase the contribution of cultural tourism to the FTM's GGP (Gross Geographical products).

Topography

The Olifants River is located on an open floodplain area. A valley surrounded by the non-perennial rivers is found to the north of the River. Strips of erosion can be found in the valley

alongside most of the perennial and non-perennial rivers. Wood was one of the main sources of energy for households, which leads to deforestation and subsequent erosion because of the denuding vegetation. One of the major environmental problems in the area is inappropriate agricultural methods, which leads to overgrazing and desertification (Thabanaseshu). Overgrazing is also the result of too many livestock units per area of land.

Environmental problems and associated development constraints

Table 15 sets out summarised analysis of environmental problems, threats and development constraints in the area.

Table 15: Environmental Problems And Associated Development Constraints

Environmental issue	Status quo and environmental impact
Environment	
Air Quality	Over long term, the following point emission sources may threaten environmental scenario – metal processing (mining activities), storage and transport (petroleum, petroleum product transport & public transport), waste disposal and recycling (landfills, open burning, other illegal dumping & backyard compost), natural sources (wind erosion), miscellaneous (health services, mortuaries, unpaved roads and other fugitive dust e.g mining). At present, there is evidently no significant green house gas emissions . Direct observation shows that air emission sources specified above have not yet presented a significant degree of environmental threats or air pollutants within Fetakgomo. This finding is confirmed by available air quality studies conducted by the SDM (2008). That being the case, however, the slightly significant air pollutants are vehicle emissions as well as emissions from mining activities . Air pollution resulting from the use of fire wood for energy purpose, burning of refuse and dust from gravel roads are also noticeable environmental problems. The above is attributable to the fact that the FTM does not have a lot of industrial or commercial activity in the present situation assessment . This also attested by the SDM's Air Quality Management Plan of 2008.
Water Pollution	Water pollution is the result of the calmative impact of the insufficient solid waste removal, lack of sanitation infrastructure (inc. pit toilets which are deemed to be contaminating underground water – sanitation and waste removal backlogs are quantified in the next pages of this chapter), sewerage effluent, sewage spillage at Bopedi Complex etc. The latter requires an urgent special intervention as citizens located in the proximity of the Bopedi Complex like other citizens need to see provisions of the Constitution which guarantees their right of environment that is not harmful to their health and well-being (RSA, 1996: Section 24(b)).
Uncontrolled fires	Uncontrolled fires are an element of concern as far as the environment is concerned. The extent of these conditions is high, with flat areas having medium magnitude rate. Moreover, this influences major risks such as drought and flooding. Atok node is one of the vulnerable areas.

Conservation	
Biodiversity	<p>The paragraphs preceding this table enumerated challenges facing biodiversity which need not to be repeated here. A DWAF Biophysical Impact Assessment study for the proposed Rooipoort Dam study indicates some biodiversity hotspots in the study area. The biodiversity potential of areas such as Rooipoort Dam has excellent opportunities for tourism development.</p> <p>Loss of plant diversity due to mining activities and or/lack of environmental management</p> <p>Plants are used by locals for firewood, traditional medicines, food, building material, shade/shelter and grazing</p>
Soil erosion	<p>Informal and subsistence agriculture activities present particular problems. A typical example is a lack of arable land that forces communities to cultivate on steep slopes and other environmentally unsuitable area, which increases the occurrence of erosion with the resultant of fertile soil.</p> <p>Wood is still one of the main sources of energy for households (leading to deforestation and subsequent erosion due to the denuding vegetation)</p> <p>Land degradation is a major environmental problem</p>
Over utilization	<p>One of the major environment problems in the area is incorrect agriculture methods, which leads to overgrazing, denuding of trees, erosion thus resulting in desertification (Thabanaseshu), due to carrying capacity of land being exceeded</p> <p>Overgrazing resulting from too many livestock units per area of land is a problem</p>
Town Lands	<p>On all vacant areas allocated directly adjacent to the major nodes viz. Apel, Atok are of high importance. The optimal future utilisation of these portions of land is critical for the development of the area. Strategies need to be developed to identify the optimal utilisation options for such land and to facilitate and economic development for job creation</p>
Cultural Heritage	<p>The tourism potential of the Fetakgomo Municipality relates directly to the cultural heritage assets. The conservation and optimal utilisation of these assets need to be ensured</p>
Waste	<p>There is formal waste collection, Food for Waste Project which covers three villages Apel, Nkoana and Nchabeleng. The project is currently in its 2nd phase and was launched on the 4th December 2009. The FTM has three recycling clubs that are funded by Buyisa-E-Bag.</p>
Medical Waste	<p>One Health Centre and about 14 clinics are found within the FTM. Currently, the Local and District Municipality conduct no medical waste collection. No facility for the management and disposal of medical waste exist. However, Tshumisano collects from all health institutions within the Municipality</p>
Bylaws	<p>Lack of capacity in respect of bylaws enforcement, staff and equipments may hamper proper management of solid waste disposal sites</p>

The previous discussion has already served to point out the challenges that relate to environmental degradation which is visible in some parts of Fetakgomo, a situation that draws stark attention to the need to implement the FTM'S Environment Management Plan more assertively. The reader is, in particular, referred to poorly managed and uncontrolled livestock of which is of the contemporary key problems within Fetakgomo. There is a lack of fences in some crop farming areas and along main roads, which results in wandering livestock. These livestock damage crops and cause vehicle accidents along Fetakgomo's main roads.

Environmental Management.

As part of environmental management the FTM has **two** licensed authorised **landfill sites**, **Malogeng** and **Mphanama landfill sites**. The IDP Unit, working together with the Community Services Unit facilitate public participation on environmental matters – elevating this to the IDP Rep Forum and other public participation endeavours contemplated by the Municipality. The increased involvement of the environmental specialists will help a great deal in regard to issues that require EIA (Environmental Impact Assessment) and the overall environmental management and planning in the Fetakgomo municipal jurisdiction. Key to this is to integrate environmental campaigns is the overall programmes, projects and campaigns of the Municipality. That being said, however, environmental accountability administratively lies with the Community Services Unit while politically lies with the Community Services Portfolio Committee which has the Chairperson – reporting to the Mayor through EXCO and ultimately the municipal Council.

2.2.7 GIS Assessment.

A Geographic Information System (GIS) integrates hardware, software and data for capturing, managing, analyzing and displaying all forms of geographically referenced information. GIS allows us to view, understand, question, interpret and visualize data in many ways that reveal relationships, patterns and trends in the form of maps, globes, reports and charts. Document management and GIS technology work together to provide a cohesive view of a municipality's information, allowing for easy access to information and improved decision-making capabilities.

Integrating with the everyday business database, GIS can represent *inter alia*;

- Rate payer profiles by location, demography and income.
- Service delivery by service, site, service provider and backlogs.
- Site locations of stores, factories, and warehouses.
- Assets location (e.g., utility poles, pipes, reservoirs and cables).
- Resource locations of staff, products, and equipments.
- Emergency response routes.

Sekhukhune District Municipality (SDM) has established a Corporate Geographic Information System (CGIS) which is centrally located in Groblersdal. The FTM GIS has been installed and it is functional (i.e cadastral data/information can be accessed). The challenge is that the FTM's GIS is not yet integrated with the SDM GIS. The GIS capacity of the FTM is inadequate.

The previous presentation indicated that salient spatial and land-use **challenges** are *inter alia*: uncoordinated land development, dispersed pattern of human settlements. This points to the effect that LUMS / SDF are in the general state of neglect. In some instances residential development is found on rare fertile agricultural land. That most land claims within Fetakgomo are not resolved expeditiously, present concrete, and huge **challenge**.

2.3. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT ANALYSIS

This chapter undertakes an analysis of infrastructure and basic services such as water, sanitation, electricity, housing, refuse removal, roads, storm water drainage system and public transport and telecommunication. Table 15 below examines water provision within Fetakgomo.

15a: Water Provision

Ward	RDP status, i.e. within 200m from residence		Source of water	Number of boreholes		Number of households with yard connection	Challenges / comments
	Yes	No		Communal	Owened		
01	1861 (78%)	520 (22%)	Borehole/Scheme JoJo tinkering	29 (but two not fuctional)	8	180 (8%) 1031(illegal)	Non-formal connection. Old damaged, salty water, tinkering needed & dilapidated infrastructure. Fencing of water tanks.Paying of the delivery of disel for pumps. Electrification of boreholes
02	276 (10%)	2479 (81%)	Borehole	23 (but waterless) and only one is fuctional	26	N/A	Sometimes unavailability of water Disfunctional Transformer and booster pump. Only two borehole are functional and there is a shortage of disel at Magagamatala.
03	1599 (70%)	350 (15%)	Bore holes	31	59	335 (15%)	Water partly supplied and illegal connections. Need to purify water. Maebe dam need to be fenced. 27 yard connections are needed.
04	1448 (75%)	488 (25%)	Borehole, Tankering & stand pipes	26, 02 functional and 1 stand pipe	16 only 5 functional	N/A	Yard connections are needed. Unequiped boreholes be equipped to stand pipes
05	826 (35%)	897 (38%)	Water scheme (Olifantsouth) Water tinkering	15 (Most are not functional)	134	637 (27%)	Provision for new households. The scheme takes time to be functional. Illegal connections. Broken pipes. Insufficient water. Functionality of scheme No proper tinkering and no water reticulation in some villages.
06	2202 (26%)	773 (9%)	Water scheme, boreholes & river	39	70 (5 with motto)	N/A	Illegal connection. Not enough water. There are taps without running water. Need water distribution
07	1292 (35%)	650 (18%)	Water scheme	9	21	1102 (30%)	Water cut-offs. Illegal connection.
08	980 (50%)	179 (9%)	Water scheme, River yard connection & borehole	25	57	801 (41%)	Illegal connections, leaks of pipes and low pressure.

09	716 (30%)	1024 (43%)	Water scheme, Stand pipe, Bore hole	32	28	50 (2%)	Illegal connections, No pressure, Depend on bore hole & communal not functional.
10	1687 (87%)	251 (13%)	Borehole	12(3 functional with poor supply)	5	N/A	Water supply points not to RDP status There is a need for bulk water and equipping of other boreholes. There is a need for extension of current water system as majority of households
11	249 (9%)	2601(9%)	Borehole (stand pipe)	37	14	N/A	More water needed. There is a need for hand pump. Boreholes need to be equipped of other boreholes. Need for extension of current water system as majority of households travels long distances to the pipes.
12	222 (8%)	1920 (80%)	Boreholes, reservoirs & households connection	9	18	80 (3%)	Reservoir is small. Salty water (purification machine is stolen) Illegal yard connections. Bogalatladi dam not functioning.
13	1619 (77%)	276 (13%)	Boreholes	40 (only 8 functional 12)	25	129 (6%)	Illegal yard connections
Total	14977 (40%)	12 408 (33%)	04	327	481	3 323 (9%)	N/A

Source: Fetakgomo Municipality, 2013

2.3.1. Water

Fetakgomo Municipality is neither a Water Services Authority nor a Water Service Provider. These functions were assigned to the Sekhukhune District Municipality (SDM). The SDM is also responsible for provision of Free Basic Water (FBW) to the residents of the Fetakgomo Local Municipality. The table below paints Fetakgomo as a water stressed municipality.

Another survey finds access to water by households as follows:

Table 15b: Access To Water

Source of water	No. of households (2011)	No. of Households (2007)	No. of Households (2001)
Regional/local water scheme (operated by municipality or other water services provider)	13 959	-	6 561
Borehole	2 231	1254	4 763
Spring	233	48	101
Rain water tank	640	201	111
Dam/pool/stagnant water	1 444	618	922
River/stream	2 505	3473	5 878
Water vendor	474	1771	224
Water tanker	797	-	-
Other	347	695	462

Source: Statistics South Africa (2011)

When analysis is done, the main challenge is the significant **water deficit** (shortage) within the Municipality. This is caused and aggravated by **insufficient sources of water**. There is material intolerable interruption of water supply in the overall municipal space. During the occasional supply (availability) of water, **12 408 (33%)** of the households are **unable to access water within the RDP standard** (200 meters from the residence). Nearly **60% (i.e 50)** of the villages are substantially (most negatively) affected in this regard. These are Phahla & Manoge, Masehleng (Ward 1), Ga-Matebane, Magabaneng, Magagamatala, Malaeneng, Matamong, Moshate, Mototolwaneng, Seleteng, Sepakapakeng (Ward 2), Lekgwarapaneng, Rite (Ward 3), Mashilabele, (Ward 4), Malaeneng/Sekateng, Maroteng, Marakwaneng & Matsimela (Ward 5), Ditlokwe/Mokhulwane, Nchabeleng, Mashung, Mashaku, Magotwaneng, Makgaleng, Tjebane, (Ward 6), Mashabela, Matlala, Sekurung, Thabanaseshu, Thobehlele, Mooiplaats, Strydkraal A, Strydkraal B (Ward 7), Maisela, (Ward 8), India (Ga-Maisela), Maruping (Ward 9), Manotwane, Selepe (Ward 10), Ga-Mampa, Ledingwe/Ramallane/Sentlhano, Mosotse, Phasha-Selatole, Phashaskraal, Seokodibeng (Ward 11), Bogalatladi, Mashikwe, Mmabulela, Mohlahlaneng, Mogolaneng and Sefateng (Ward 12). Implicit in the former table is that yard connection backlog is at **73% (27 385)**. A handful of about **3 323 (9%)** of the households have yard connections. The main challenge, however, pertains to illegal connection. The national **target** was to eradicate all water supply backlogs by 2008. **The target was evidently not met**. This result, underachievement of the target can have disastrous consequences / scenarios such as 'not yet uhuru' or 'muvhango scenario'. At the current rate of progress it will take another 5 or 6 years (i.e 2018/2019) before all households have access to water within 200 meters. A step change (strategies) is required (SDM and Department of Water & Environmental Affairs). This chapter asserts the need for reduction of water stress at geometric (i.e 1,2,4,8,16,32,64 etc) rather than arithmetic (i.e 1,2,3,4,5,6,7 etc) rate. It is because water is life. This means more water is needed. The table also records that there are **327 communal** boreholes but some are dysfunctional/waterless. Therefore they have become white elephant. As a comparative analysis, the findings of the latter table can be assessed relative to the findings of the former. Findings of both tables are conclusive or seem to be indicating that a considerable proportion of our population are dependent on borehole water.

2.3.2. Sanitation

The sanitation function is within the Sekhukhune District Municipality. According to the Sekhukhune District's Water Sector Development Plan (2004), Fetakgomo had a huge backlog in sanitation provision in 2004. Table 16 will attempt to demonstrate elementary improvement that has taken place.

Table 16: Sanitation within Fetakgomo

Ward	No of households	No of households with septic toilet facilities	No of households with VIP toilet facilities	No. of households with toilets below RDP	No of households without sanitation facilities	Challenges / comments
01	2381	N/A (0%)	N/A (0%)	1881 (79%)	500 (21%)	Lack of sewerage system
02	3033	N/A (0%)	160 (5%)	1395 (46%)	1200 (40%)	Low quality standard of toilet
03	2287	10 (0.4%)	250 (11%)	1470 (64%)	554 (24%)	Toilets not on good condition
04	1926	N/A (0%)	N/A (0%)	1486 (77%)	503 (26%)	Toilets are of low quality std & new houtholds are without toilets
05	2360	20 (1%)	110 (5%)	2025 (85%)	780 (33%)	Health risk as a result of those without sanitation i.e., contaminate underground water, stands without sanitation
06	8310	29 (0.3%)	1500 (18%)	853 (10%)	895(11%)	VIP toilets needed
07	3669	41 (1%)	350 (10%)	1029 (28%)	2249 (61%)	Rocky area & difficult to dig a toilet, low quality std of toilet, RDP toilets not on good conditions and still waiting implementation.
08	1960	131 (7%)	180 (9%)	750 (38%)	750 (38%)	More VIP toilets needed at Maisela and Shubushubung.
09	2398	N/A (0%)	N/A (0%)	2046 (85%)	423 (18%)	Inadequate sanitation system
10	1938	N/A (0%)	526 (27%)	1175 (61%)	359 (19%)	Forests are used as toilets
11	3044	7 (0,3%)	(0%)	1783 (59%)	1261 (41%)	Forest is used as a sanitation streams
12	2402	90 (4%)	N/A (0%)	1746 (73%)	137 (6%)	Inadequate Sanitation
13	2090	11 (1%)	40 (2%)	1064 (51%)	1030 (49%)	Dongas & forests are used as toilets. PHP toilets need to drill.
Total	37798	339 (1%)	3 116 (8%)	18703 (49%)	10641(28%)	

Fetakgomo Local Municipality, 2013

Sanitation backlog is made up of both households which do not have sanitation facilities and those with facilities below RDP standard. At **29 344** (nearly **78%**), sanitation backlog is hopelessly high in Fetakgomo and has decreased by 12%. **Four (04)** Wards which are hardest hit are **Wards 07, 11, 02, and 13** because they report 100% sanitary backlog(s). They are followed by **Wards 02, 40% backlog), 08 (38% backlog) 05 (33% backlog), 04 (26% backlog), 03(24% backlog), 01 (21% backlog), 10 (19% backlog)**. Sanitation **target** (2010) was worryingly not achieved. Thus, decent sanitation for all remains a wish for the communities in the municipal area. The current study observes that dongas & forests are used as toilets. This is especially so at the bottom of the table or at Ward 13. This situation is a health hazard and can lead to the outbreak of communicable diseases such as cholera. This is exacerbated by the fact that some communities rely on borehole water. Therefore provision of quality, adequate sanitation is needed in many a households in different wards identified above as without sanitation and of below RDP standard. The need for VIP toilets also exists. As a **step change**, it is important for the service authority (SDM) **not to focus on one/same Ward in the supply / provision of sanitary facilities**. This escalates rather than reduce the backlog. Priority should be given to hardest hit Wards (where the service is most needed and consideration of the overall socio-economic conditions of the area). There is no full borne sewer system within the Fetakgomo Local Municipality, this implies that there is no need for provision of Free Basic Sanitation.

Households toilets facilities	Total (2011)	Total (2007)
None	940	1794
Flush toilet (connected to sewerage system)	426	930
Flush toilet (with septic tank)	173	80
Chemical toilet	195	0
Pit toilet with ventilation (VIP)	5 137	3643
Pit toilet without ventilation	15 687	15201
Bucket toilet	55	0
Dry toilet facility		250
Other	234	-

Source: Statistics South Africa (2011 and community survey 2007)

2.3.3. Electricity

Eskom is largely responsible for the provision of electricity services in the Fetakgomo area. The municipality is responsible for the provision of priority lists that are drawn in consultation with communities. Table 17a below indicates the status of electricity supply within Fetakgomo.

Table 17a: Electrification within Fetakgomo

Ward	No. of Households	No. of households electrified	No. of post connections needed	No. of households receiving FBE	Challenges/Comments
1	2381	2010	371 (7%)	146	Post connection is needed
2	3033	2828	205 (5%)	164	Many houses do not receive FBE and Post connection needed.
3	2287	2254	33(1%)	148	Post connection (electrification) is needed
4	1926	1903	23 (1%)	162	Post connection need to be prioritized Households still need to receive FBE
5	2360	2297	63 (2%)	163	New households need to be electrified
6	8310	7860	450 (10%)	148	Those deserving FBE not registered Post connection needed.
7	3669	2929	740 (17%)	159	Non collection of FBE

					Post connection needed.
8	1960	1635	325 (7%)	132	Post connection is needed at Maisela and Mahlabaphoko
9	2398	1998	400 (9%)	161	Some are awaiting post connection.
10	1938	1592	346 (8%)	151	Post connection is needed and new electricity needed.
11	3044	2185	859(19%)	165	Electricity is needed
12	2402	2122	280 (6%)	171	Some names were submitted but no approval
13	2090	1779	311 (7%)	184	Some need post connection. Some did not register for FBE (it seems to be misunderstood).
Total	37798	26732 (70%)	4406(12%)	2054(5%)	

Fetakgomo Local Municipality, 2013

It is a matter of historical record that local evidence presented by the aforementioned table indicates that the FTM has achieved the **MDG (Millenium Development Goal)'s target by 2012**. Grid electricity backlog has been eradicated. A cursory glance at the above table highlights that nearly **70%** of the households have been energized. This progress is particularly pleasing and need to be acknowledged by all development role players and stakeholders. The FTM's record of post connection backlog and priority is clearly illustrated in the table that follows. That the FTM has no electricity supplier license makes it difficult for the Municipality and even ESKOM to quantify electricity power consumption. Some main supplier line provide for more than one municipal jurisdiction. According to ESKOM records, however, over **18 460** households have prepaid meters within Fetakgomo.

Table 17b: Electricity post connection backlog and ward priority list for 2014/15:

Ward	Villages	Number of households needing post connection
11	Ga-Mampa, Tswereng, Ledingwe/Ramallane/Sentlhamo , Mosotse, Phasha-Selatole, Phashaskraal & Seokodibeng	859
1	Malekaskraal, Ga-Seroka, Masehleng, Phahla & Manoge	371
3	Ga-Phasha, Lekgwarapaneng, Maebe, Makola, Rite, Ga Matjie, Ga Tebeila, Mapulaneng, Shushumela, & Lekhwesheng	33
4	Ga-Mohlala, Mashilabele, Shenyangeng, Morarelang, Ga-Oria Sefelere, Thabeng, SeakhutšwaneMmela, Phageng & Radingwana	23
2	Ga-Matebane, Magabaneng, Magagamatala, Malaeneng, Matamong, Moshate, Mototolwaneng, Seleteng, & Sepakapakeng	205
10	Manotwane & SelepeMadingwane (A&B), Ga-Matjiane section A, Moshate Section E, Maleng Section F, Boselagaka section G&H, Shole le Mogabane section J, Mataung section N, Ga-Manotoane	346
9	Ga-Petsa, India (Ga-Maisela), Malogeng, Malomanye, Maruping, Mashilabele, Mmafeane, Modimolle, Mogabane, Mphaaneng & Pelangwe	400
12	Atokia, Bogatladi, Mashikwe, Mmabulela, Mohlahlaneng, Mogolaneng & Sefateng	280
6	Debeila/Mabopo, Ditlokwe/Mokhulwane, Magotwaneng, Makgaleng, Mashung/Tlakale, Tlakale/extension, Mmotwaneng Masweneng, Mmashaku, Nchabeleng & Tjebane,	450
8	Maisela/Mahlabaphoko, Hlapo & Evenue, Matheba, Mijane, Moshate, Makuswaneng Mapodi, Mapulaneng, Mashung & Nkwana	325
5	Magabaneng, Magakala-Maisela, Rite, Leshwaneng, Bofala, Lerajane, Malaeneng/Sekateng, Marakwaneng, Maroteng, Matotomale/Photo, Matsimela, Mesopotamia & Tjate	63
13	Mahlabeng, Mokgotho, Monametse, Mooilyk, Rostok, Shubushubung & Tjibeng	311
7	Apel, Matlala, Mashabela, Mooiplaats, Sekurung, Strydkraal A, Strydkraal B, Thabanaseshu & Thobehlele	740
	Total	4406

Source: Fetakgomo Local Municipality, 2013

A direct contact (interface) between ESKOM and the people on the ground is also asserted in this IDP review as a recommendation. A further study indicates use and other sources of energy within FTM as shown below (percentage of households by type of energy used).

Electricity Access by households

Households Electricity Access	Total(2011)
Formal residential	496
Informal residential	0
Traditional residential	22002
Farms	20
Parks and recreation	0
Collective living quarters	43
Industrial	123
Small holdings	0
Vacant	165
Commercial	0

Source: Statistics South Africa, 2011

Table 17c: Percentage Distribution of Households by Type of Energy Used for Lighting, Heating and Cooking

Source/type of energy	Used for lighting			Used for heating			Used for cooking		
	2011	2007	2001	2011	2007	2001	2011	2007	2001
Electricity	20914	15189	7513	11033	4398	3207	13201	6731	3451
Gas	26	0	42	252	0	93	163	62	279
Paraffin	88	1596	2470	225	469	1162	167	903	1352
Candles	1698	5011	8736	-	-	-	-	-	-
Wood	-	-	-	8864	16271	13814	8900	14076	13662
Coal	-	-	-	52	125	324	39	0	112
Animal dung			-	0	0	41	0	0	59
Solar	63	-	36	23	0	59	27	0	46
Other	-	62	225	-	589	321	2	80	60
Total	22789	21858	19022	20449	21852	19021	22499	21852	19021

Source: Statistics South Africa, 2011, 2007 and 2001.

Free Basic Services

Back in 2003/2004 financial year, the Sekhukhune District officially initiated the process for free basic services. The process was paved by the compilation of indigent registers and facilitation of indigent policy. The district also had yard connections of water services at Mashung (Nkoana and Nchabeleng) in order that the households whose monthly income is beyond R1 100.00 can pay for the services while those below qualify for 6 kilolitres of water free of charge every month. However, this service was never taken off the ground due to delays by the authority to develop relevant by-laws. To date, all households with yard connections regardless of their indigent status get free water.

The FTM provides the Free Basic Electricity (FBE). The number of households that receive (claim) FBE is estimated to be **2054**, while **3486** of the households are configured (ESKOM December 2012).

2.3.4. Housing

Housing delivery is a competence of the Department of Co-operative Governance, Human Settlement and Traditional Affairs (COGHSTA). Fetakgomo Local Municipality's primary role is limited to compiling housing waiting lists. However, the municipality is able to make a careful assessment of housing delivery in the area thus far, and how this impacts on socio-economic development generally. Flowing from the

above, the following table critically examines the extent to which RDP housing programme is implemented in a specific case of Fetakgomo.

Table 18a: Housing

Ward	Total number of households	% of municipal total	RDP Housing implemented		Number of RDP houses (incl. emergency, disaster & PHP houses)	Number of families on waiting list
			Yes	No		
01	2381	6%	X		469	166
02	3033	8%	X		269	166
03	2287	6%	X		180	455
04	1926	5%	X		276	376
05	2360	6%	X		209	358
06	8310	22%	X		345	426
07	3669	10%	124		687	148
08	1960	6%	X		371	313
09	2398	6%	X		191	300
10	1938	5%	X		198	395
11	3044	8%	X		231	697
12	2402	6%	153		287	354
13	2090	6%	X		481	276
Total	37798	100%	13 wards		4194	4030

Source: Fetakgomo Local Municipality, 2013

From the above study, certain inferences could be drawn. In statistical perspective there are about **37798** households within Fetakgomo. Although all wards have previously benefited from the RDP housing implementation, about **4194**, persons/families are still in need of **RDP houses 4030** (on the waiting list) compared to **4125** in the 2012/13, of which represents a drop **2.3 %**. The national **target** for all citizens to have adequate housing is by **2024**. As at the end of October 2013, **Indigent Register** showed that approximately **2 054** households were indigent within Fetakgomo. **The pace at which RDP housing is moving coupled with incomplete and poorly (substandard quality) constructed RDP houses makes it difficult to confidently forecast that housing target can be achieved in Fetakgomo by 2024.** Should the trend continue underachievement of the target can be foretold/predicted. This can lead to 'not yet uhuru' or 'muvhango scenario' over the next 15 years or so.

Like many rural areas in South Africa, Fetakgomo communities have traditionally provided their own shelter from the available natural material in their local areas. As a result, there has historically been no informal settlement such as those found in urban areas within Fetakgomo. However, this trend is beginning to develop in and around new mining areas such as Atok. In addition, the household size of Fetakgomo is represented in the table below:

Table 18b: Household Size of Fetakgomo

Size	2011 Households	2007 Households	2001 Households
01	4 421	1814	2 088
02	3 011	2366	1 871
03	3 112	3221	2 412
04	3 453	4008	2 830
05	2 880	3222	2 886
06	2 193	2322	2 360
07	1 380	2260	1 731
08	873	1092	1 124
09	579	965	740
10+	729	582	980
Total	22 631	21 852	19 022

This table has been adapted from Statistics South Africa (2011)

There is a statistically slight variation from other studies, for example Statistics South Africa (Census 2001,Community Survey 2007 and 2011). The latter found 21 851 households within Fetakgomo in the 2007 Community Survey. The figures as compared to the previous studies (22 631) represents 9 per cent of the total district's households (which accounts for 107 6859 in absolute number perspective) (Read Statistics South Africa, Census 2011 in this regard).

Households Dwelling

Households dwelling	Total (2011)	Total (2007)	Total (2001)
House or brick/concrete block structure on a separate stand or yard or on a farm	20 707	19 674	14 865
Traditional dwelling/hut/structure made of traditional materials	451	1 100	2 690
Flat or apartment in a block of flats	34	69	54
Cluster house in complex	84	0	20
Townhouse (semi-detached house in a complex)	5	-	-
Semi-detached house	14	-	-
House/flat/room in backyard	280	159	183
Informal dwelling (shack; in backyard)	279	60	323
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	406	594	439
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	410	0	0
Caravan/tent	16	0	149
Other	165	37	233

Source: Statistics South Africa, 2011

2.3.5. Refuse removal

The refuse removal function is performed by the FTM while SDM is responsible for solid waste management. Table 19 below indicates waste management backlogs per ward.

Table 19a: Refuse

Ward	Refuse removal status/mechanisms	Challenges
01	Own	Waste removal mechanism is needed
02	Own	Unavailability of refuse removal poses sanitation threats
03	Food for waste project	Households reluctance to pay
04	N/A (Burning system implemented in some sections)	Air and or soil pollution is high. This points to a need for landfill site
05	Own (burning in the yards), dumping in the dongas) food for waste project	Health risk
06	Food for Waste project which benefits some but not all the households in the ward	Increase/expand Food for Waste project to cover all households in the ward
07	Food for Waste project which benefits some but not all the households in the ward	Increase/expand Food for Waste project to cover all households in the ward
08	Food for Waste project which benefits some but not all the households in the ward	Increase/expand Food for Waste project to cover all households in the ward. Non payment culture which need awareness.
09	N/A	No refuse removal plan for area and this can led to environmental hazard
10	Own	Waste removal site needed
11	N/A	Landfill site area is needed
12	Within the yards. It is particularly good at Atokia section	No land, no site in some sections while in other sections there is no access to site.
13	N/A	People dispose waste at the streets. This may lead to diseases

Fetakgomo Local Municipality: 2012

The current study estimates that **30598 (81%)** households have no formal refuse removal service and thus need this service. They tend to use dongas, forests, open spaces and own created refuse dump. The widespread inadequacy of formal refuse removal service in the municipal area poses a health hazard to the rural communities - it is particularly a problem for businesses. The implication of the finding is that the formal refuse removal service is needed in the said wards. Also noteworthy is that there is formal waste collection, which covers four villages **Apel, Mohlaletse, Nkoana and Nchabeleng**. About **7200** households in the mentioned villages are benefitting. **Apel, Nkoana and Nchabeleng** is serviced by 6 municipal personnel assisted by the municipal waste collection compactor truck while Mohlaletse is serviced through Food for Waste project. The project is currently in its 3rd phase and was launched on the 4th December 2009. It is augmented by the municipal owned landfill site at Malogeng. The majority of the population within Fetakgomo utilises their own dumps for this purpose. These dumps are usually located within the individual property and burnt on an ad hoc basis. Also existing is the recycling club. The FTM has three recycling clubs that are funded by Buyisa-E-Bag. The clubs recycle bottles, cans, plastics, papers and box which are sent to relevant recycling companies such as Collect-Can, Consol, Nampak and even Extrupet.

Results of the findings of other studies for example, Statistics South Africa (Census 2011, Community Survey 2007 and 2001) concur with the above finding by asserting that the large proportion, **16233 households** within Fetakgomo has no rubbish disposal. This leaves the statisticians of Statistics South Africa with the following table:

Table 19b

Refuse disposal	2011 Households weighted	2007 Total	2001 Total
Removed by local authority/private company at least once per week	3 949	1 328	355
Removed by local authority/private company less often	138	165	112
Communal refuse dump	115	188	132
Own refuse dump	16 233	19 112	14 552
No rubbish disposal	2 099	1 058	3 869
Other	96	0	0

Source: Statistics South Africa (2011)

At the second first row, the latter table is not vehemently opposed to the former table/finding. The second last row of the former table tends to correspond with the third last row where own refuse dump is a common event. Refuse disposal is needed for a wide variety of reasons. Firstly, to avoid littering and secondly to reduce health risks. Therefore its necessity cannot be over-emphasized. The FTM has the licenced authorised landfill site and has constructed the **Malogeng land fill site in the 2009/2010** financial year. The Malogeng landfill site is fully functional/ operational and helps a great deal in this regard. This further attempt to mitigate the climate change.

2.3.6. Roads, storm water drainage system and public transport

The FTM does not have powers and functions on roads. The SDM and the Department of Roads & Transport responsible for the roads function. Table 20 describes the current state of roads (road conditions) and provide an indication of the backlog thereof within Fetakgomo.

Table 20: Roads

Ward	Description of road conditions				
	Main	To schools	To gravesites	To moshate	To other destination
01	Tarred	Gravel & rocky	Gravel	Gravel & rocky	Gravel
02	Gravel, some construction currently underway	Gravel & bridge needed	Gravel & bridge needed	Gravel, & bridge needed	Gravel
03	Tar road and predominantly gravel	Gravel & dongas	Gravel & dongas	Tar road, rocky and predominantly gravel	Gravel, rocky and dongas
04	Below standard, main road to schoonord and Janefurse tarred	Gravel & Muddy	Gravel & Muddy	Gravel & Rocky	Poor conditions
05	Tarred (except Matsimela, Marakwaneng, Leswaneng, roads leading to schools & Matotomale/Ga-Photo)	Gravel & muddy	Gravel & muddy	Gravel & muddy	Gravel & muddy
06	Tarred	Gravel	Gravel	Gravel	Gravel
07	Tarred	Gravel & muddy	Gravel & muddy	Gravel & muddy	Gravel & muddy
08	Tarred	Gravel & muddy	Gravel & muddy	Gravel & muddy	Poor roads (Mapodi,Maisela) Internal roads at shubushubung
09	2.5 km between Pelangwe and Maisela is tarred & To Leporogong is muddy	Gravel & muddy	Gravel & muddy	Gravel & muddy	Gravel, muddy & rocky
10	Gravel, damaged, bridges, & muddy	Gravel	Gravel & muddy	Gravel with dongas	Gravel with dongas and rocks
11	Gravel with Dongas	Gravel & muddy	Gravel & muddy ,dongas	Gravel	Gravel muddy
12	Tarred at Sefateng, gravel at other villages	Tarred at Sefateng, gravel at other villages	Gravel & muddy	Gravel	Tarred at Sefateng, gravel at other villages
13	Tarred but gravel at Tjibeng	Gravel & muddy and donga	Donga , graves & muddy	Gravel , and muddy	Gravel, & muddy

Source: Fetakgomo Local Municipality, 2013

From the supra table a few observations can be drawn. Roads to schools, gravesites, moshate and to other strategic areas (i.e to clinics) are predominantly gravel, largely in poor conditions and even rocky. **136 km roads** have been surfaced. Quantitative estimates are that about **195 km of roads** in Fetakgomo are gravel. The backlog includes ten (10) roads, viz, Pelangwe to R37, road between Mashabela and Mphanama, road between Mabopo (Nchabeleng) and Mphanama, Malomanye and Marupeng, Tjibeng (Mahlabeng) and Shubushubung, Lerajane and Maisela, Magakala and Magabaneng, Ga-Oria and Tjate, Madithame and Ga-Nkoana (D4199), Mashilabele and Lekubeng et cetera. The implications are that the aforesaid roads are impassable and need a change from gravel to tar. This is especially so during the rainy conditions. There are instances where people cannot go to school or gravesites due to impassable roads. In other words, poor roads and inadequate public transport sometimes hinders access to health and educational services. Gravel/untarred road **particulate** air pollution – it's one of the causes of air pollution. Road accidents are also commonplace. According to the Road Accidents Register available at the Apel Police Station around May 2012 there were **359** reported road accidents. **324 road accidents** were reported as at October 2013. This finding indicates an **downwards decrease** of roads accidents by **10%** in just one year. The real situation might be higher than the Register shows due to non-reporting in

some instances. The table below will attempt to identify the strategic roads within the municipal jurisdiction.

Table 21: Strategic Roads within the Municipal Jurisdiction

Priority	Strategic roads	Strategic importance of the road
01	D4190 (Pelangwe to Mabulela) (15 km)	The road hugs Burgersfort, Polokwane and other special places in Limpopo such as Moria, Podingwane et cetera. It is therefore a recognised priority road in this IDP/Budget because of its potential to increase economic fortune and viability of the FTM. Lead to promotion and optimum exploration of tourism.
02	D4200 Mphanama to Jane Furse to Apel (39 km)	The road connects to Jane Furse which is one of the growth points of the District (SDM) in terms of the District's Spatial Development Framework. Further connect from Debeila to Mphanama, Nchabeleng to Nkwana, Mashung, and Mabopo to Sekhukhune college or FET.
	D4252 Mphanama to Mashabela	The Road connects to Mashabela from Janefurse to Polokwane and links Fetakgomo and Makhuduthamaga local municipalities
03	D4180, D4185, D4170, D4167, D168 (Sefateng/Bokoni Platinum Mine to Diphale/Driekop to Crossing to Tukagomo) (70 km)	Hugs Burgesfort in Tubatse Local Municipality with FTM and also has the potential to vibrate the local economy.
04	D4252, D4200, D4213, D4212, D4220, D4185 (Road D40454 to Mphanama to Petseng to Ntswaneng to Ga-Kgwete) (47 km)	Connects Makhuduthamaga Local Municipality with FTM and subsequently hugs Mpumalanga, Gauteng and Kwa-Zulu Natal Provinces.
05	D5013 (Phasha/Makgalanoto to R37 to Tswereng to Sentlane to Ledingwe)	Connects settlements (villages) within the Municipality, increase mobility and ease access to services (i.e health, education etc)
06	D4126, D4127 (Tjibeng to Rostock to Shubushubung)	Connects settlements (villages) within the Municipality, increase mobility and ease access to services (i.e health, education etc)
07	D4197 (Malogeng to Malomanye)	Intersects settlements (villages) within the Municipality, increase mobility and ease access to services (i.e health, education etc)
08	D4128, D3130 (Lesetse to Seokodibeng) and Ga-Phasha to Ga- Mampa	Connects settlements (villages) within the Municipality, increase mobility and ease access to services (i.e health, education etc)
09	Ga-Oria to Tsate	Promotion of tourism

Source: Fetakgomo Local Municipality, 2013

These roads have been submitted into the Provincial Road Master Plan, DoRT, through a letter dated 25th August 2010. In terms of conditions these roads are all gravel and impassible especially during rainy conditions. They are also hit / marred by lack of storm water drainage. It should be noted that they do not represent the entire road backlog within the Municipality – but they are the most strategic ones.

FETAKGOMO ACCESS / INTERNAL STREEETS 2013/2014: A PRIORITY LIST

Ward no :	Description	Estimated Kilos
Ward 01	Phahlamano, Masehleng, Makua, Mashile, Mokiritlang, Kanana, Moshate, Cemetery, Mankopodi and Dipelaneng	8.7 Km
Ward 02	Mphanama Community Hall, Kutukubje Cemetery, Sepakapakeng, Magagamatala, Marei Cafe	28.8 Km

Ward 03	Ga-Makola (Shushumela), Mohlaetse Taxi Rank, Mahlanya Café ,Thete , Bannyaneng , ,Rite , Ga-Debeila, Ga-Phasha	18,4 Km
Ward 04	Millinium ,Paypoint, Mashibela ,Shenyaneng,Phageng , Ga-mmela , Radingwa	13.7Km
Ward 05	Tjate , Marakwaneng , Ga-Matsimela , Ga-Photo , Leshwaneng , Community hall ,Featakomo High School and Lerajane	11.9 Km
Ward 06	Mothopong, Ditlowe, Mokhulwane, Ga-Debeila,Magotwaneng, Makgaleng, Mogolo	12.5 Km
Ward 07	Apel Moshate, Mashung Section , Strydkral A and B , Mooiplus	8,9Km
Ward 08	Masenganeng ,Mashung , Mapulaneng ,Mapodi , Makuruneng ,Ga-Maesela	7,9Km
Ward 09	Malomanye to Modimolle, India Maesela,Pelangwe,Malogeng,Mphaaneng, Maruping and Mogabane	13 Km
Ward 10	Moshate Selepe , Manotwane,Kapoko Street , New Stands and Mosozi	11,9 Km
Ward 11	From R37 – Ga-Mampa, Ledingwe , Sentlhane , Seokodibeng ,Juventus Section and Manku Primary	13.6 Km
Ward 12	Mashikwe,Mohlahlaneng,Mogolaneng,Bogatladi, Matshelapata,Matshakaneng,Mabulela ,Sefateng	14,2 Km
Ward 13	From R37- Mooilyk,Mahlabeng , Lekgwareng , Impala Grave Yard ,Malengine Sec School, Tipeng Grave Yard and Shubushubung	7.9 Km

Source: Fetakgomo Local Municipality 2013

Road network: a further reflection

The total **road network** in Fetakgomo is estimated at nearly **400 km**. This figure excludes internal streets. The provincial and district road network is currently the responsibility of the Road Agency Limpopo (RAL). The tarred Provincial Road P33 (R37) extends through the northern part of the municipal area and links Fetakgomo with Polokwane/Lebowakgomo to the west and Burgersfort/Lydenburg to the east. The R37 was transferred to the South African National Roads Agency recently and is therefore classified as a national road. The R37 forms part of the Dilokong Spatial Development Initiative (SDI) and the development corridor covers an area on either side of the R37 route from Polokwane through Atok, Mecklenburg, and Driekop to Burgersfort.

Apel, which is classified as a 'Municipal Growth Point' and serves as the 'capital' of the Fetakgomo local municipal area, is linked to the R555 (Burgersfort/Stoffberg road) via the tarred Provincial Road D4190. Tarred road D4250 links Apel with Lebowakgomo in the Capricon District Municipality. 6 km of the 21km road D4190 that links Apel with the R37 is upgraded to tar, the remaining 15km needs to be tarred to provide effective access to the Dilokong Corridor which would, in turn, unlock the economic potential of the area. The road signage, especially two entry posts have been established (Ga-Oria and Strydkraal). It should be emphasised that 'Fetakgomo' is difficult to find as it does not appear on maps. This is important because the absence of sufficient directional road signage is a significant constraint to economic development in the area.

Storm Water Drainage

Storm water backlog is evidently huge in Fetakgomo. Storm water drainage system is needed all gravel roads because largely all gravel roads do not have storm water drainage. Only a few portion of the paved/tarred roads have Storm water drainage except for Bopedi complex towards Apel/Strydkraal (Ward 07 & 08) and roads in Mhlaletse (Ward 05) and Pelangwe to Gamisela road. The capacity of constructed Phahlamanoge Bridge needs to be increased.

Table 21: Bridges

Ward	Number of bridges needed	Identified location
01	Seven (8)	Seroka, Malekaskraal, Masehleng, Mokiritlaneng and Phahlamanoge Lehlokong, Bonwankwe, Mohwetse There is a need for stormwater drainage at Malefatle to Seeteng sa Motshene, distance of 200m
02	Sixteen (16)	Magabaneng (2), Moshate (3, next to boseka café, motheswane and seroteng), Matamong (2, next to Mphanama Primary and Mantshatla Tuck shop), Sepakapakeng (2, Manasaneng and Motsebore), Seleteng (3, next to Morakong, Mothwana café and matamong section), Magagamatala (4, Motheswane and Sehlakole)
03	Three	Rite, Mapulaneng to Thete school & Taxi rank to Thete school
04	Eight (8)	Segwegwe (Ga Ranta), Magaaneng, Modiba, Radingwana (Ga-Maapea next to Tsirirana), Phageng, Radimmela Primary School and Segare next to Bottle store), Mmela (Ga-leutle and Ga-Makgale)
05	Two (2)	Maroteng to Malaeneng, Ga Matsimela & Lethole river
06	Three (3)	Nchabeleng to Masweneng, Nchabeleng to Magotoaneng & Mokhulwane to Magotwaneng Mokhulwane to Magotwaneng Debeila to Makurwaneng
07	Two (2)	Steneng, Dithopo, Mokgonyane, Ga-Maseema, Thabantsho, Mapodi, and Mooiplaas
08	Three (3)	Moshate-Hlapo, Mapulaneng – Ga- Matheba Moshate and Mapodi
09	Six (6)	Maruping, Malogeng, Modimolle, Mphaaneng, Pelangwe, Malomanye, Mholotlwane(INDIA) and Mabulela
10	Thirteen (13)	Phasweng to old clinic, Mashemong and Ga-Matjiane, Mamokgalake river and Boselakgaka, Matshidi, Shole, Mokgokgomeng, Semaneng, Sethulane, Maruping gravesite, Mogoleng and reservoir.
11	Ten (13)	Ledingwe (4), Mosotse (3), Seokodibeng (next to Kgagudi school), Ga-Phasha-Mampa (5)
12	Three 3	Mashikwa Bogalati & Mabulela 01 stormwater drainage at Sefateng
13	Five (5)	Rostock to schools, Monametse/Mokgotho/Rapholo bridge, From R37 Tjibeng to Shubushung need 4 bridges colvets need monametse from um2 to monametse primary, from Brackfointein shaft to Mokgotho need storm water drainage, Bridge needed from Mokgotho to Selepe (Rapholo river), Storm water drainage to all roads in ward 13.
Total	83	

Source: Fetakgomo Local Municipality, 2013

About **eighty three (83) bridges** are still needed to improve mobility and accessibility for villagers. The table above specifies where the bridges are needed. The recently constructed Phahlamanoge bride by the SDM is of substandard quality.

2.4. SOCIAL SERVICES ANALYSIS

2.4.1. Public transport

The Department of Roads and Transport is the public transport authority. The SDM helps in respect of transport planning. As a **challenge/backlog** there is inadequacy of public transport in some areas within Fetakgomo. According to the norms and standards (Limpopo Office of the Premier, 2012), public transport access **should not be more than 10 minutes walk**. Public transport is needed especially from Phageng to Jane Furse, from Jane Furse to Phageng and from Moralele section (Ga-radingwana, Ward 4) to Jane Furse, Ga-Mampa (Ward 11), Ga – Selepe (ward 10) Health Centre (Ward 06) and Mphanama to Bopedi Shopping Complex. Communities use private transport in villages stated above where the taxi industry does not operate or is insufficient. This means of transport is not recognised by law and is risky to the lives of commuters.

The dominant modes of public transport within Fetakgomo are busses and taxi. The present main public transport challenge is the dispute in the taxi industry (Sekhukhune Taxi Association and Apel Taxi Association) regarding usage of the road, Apel to Mohlaletse. In more than one occasion, the dispute took violent forms. It also involved litigation.

Table 22a indicates the number of taxi ranks in the Fetakgomo municipal area.

Table 22a: Transport facilities in Fetakgomo

Village/Taxi Rank	No of transport facilities(taxis)
Ga-oria	110
Apel	110
Atok	68
Ga Phasha-Ledingwe	10
Seokodibeng to Habeng	8

Source: Fetakgomo Local Municipality 2013

Taxis operating within the Municipality mainly use the tarred R37 (Burgersfort-Polokwane), D4250 (Apel-Apel Cross-Lebowakgomo) and D4190 (Apel-Sekhukhune-Steelpoort) roads. The poor condition of the gravel section of the D4190 that links Apel with the R37 poses a challenge to commuters as most taxi operators are unwilling to use the road.

Bus operations

The 'Great North Transport' is the only bus operator within the Municipality with conventional fixed routes and a fixed schedule system that provides passengers with public transport to work in the morning and back to home in the evening. Table 19 indicates the bus routes in the Fetakgomo municipal area.

Table 22b: Bus Routes In Fetakgomo

Bus Route	Time Schedule
Mohlaletse to Polokwane	06h00
Ga Machacha via Ga-Oria via Nkwana to Burgersfort (Tubatse)	07h00
Phahlamanoge to Jane Furse via Seroka, Mohlaletse, Nchabeleng and Mphanama	06h00 -07H00
Rostock to Jane Furse	06h00
Mabulela via Selepe to Burgersfort	06h00
Johannesburg to Fetakgomo	Fridays
Ga –Mmachacha via Oria Ga –Nkwana, Atok to Burgersfort	06h00
Mphanama,Matlala, Nchabeleng, Apel cross to Janefurse	07h00
Oria via Mphanama, Mashabela to Janefurse	07h00
Mashilabele, Mmela, Radingwana, Mphanama, via Diphagane to Janefurse	08h00
Leporogong via Nkoana, Mohlaletse, Mashilabele to Janefurse	

Source: Fetakgomo Local Municipality 2013

2.4.2. Telecommunications

Table 23: Communication (postal services, land lines, network towers, radio, TV reception and others)

Ward	Description of available communication infrastructure												Challenges
	Postal services		Land lines		Network tower		Radio Reception		TV reception		Newspaper Access		
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	
01	2 villages Ga-Seroka & Phahla	3 villages		No	Yes (1 village)	No (4 villages)	4 villages	1 village	SABC1,2&3 in some villages	No		No	Poor reception esp at Seroka, Masehleng & Malekastraal. No internet access in all villages
02	1 village Malaeneng	8 villages		No	Yes (1 villages)	4 villages	Yes		5 villages	4 villages		No	Magagamatala, Moshate, Seleteng & Sepakapakeng have no TV Reception All 9 villages have no access to newspapers Only 3 villages have access to internet
03		5 villages		No	Yes (in 1 village)	No (in villages)	3 villages		In all villages poor reception			No	There is no access to Newspaper, internet , landlines and postal services
04	1 village Radingwana	5 villages Mashilabe le,Mmela, Phageng, Ga-oria, Shenyane ng		No	Yes	No (in 3 villages) Shenyaneng, Mashilabele, Phageng, Marokolong	Yes	1 Marokolon g	Yes	3 villages Mashilabe le, Marokolon g & Phageng		No	Landlines are needed for business purposes, for faxing machine connection etc There is a need for newspaper access. Network connection is needed in Mashilabele & Phageng There is a need for Radio and TV Reception at Marokolong
05	2 villages Maroteng & Tjate	7 villages		No		Yes	Yes		Yes			No	Parts of Lerajane, Matotomale/Photo, Tjate & Matsimela lack network. Only one tower which is not functional.
06	4 villages Makgaleng, Mashung/Tl akale, Nchabeleng & Tjebane	5 villages		No		No (except 1 section)	Yes		Yes		City Press & Sowetan		Network does not cover the whole ward. TV reception is not good on some sections.

Ward	Description of available communication infrastructure												Challenges
	Postal services		Land lines		Network tower		Radio Reception		TV reception		Newspaper Access		
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	
07	1 village Apel	8 villages		No	Yes	No	Yes		Yes	1 village		No	No TV Reception at Apel
08	12 village Mashung & Nkwana	3 villages	Yes		Yes Mogale Driving School	No	Yes		Yes		City Press, Sowetan, Daily Sun		Postal service needed at Mahlabaphooko and Mapodi
09		No		No	Yes (4 sections)	No	Yes		Yes	1 village		No	Mountains disrupt net coverage in to areas. India (Ga-Maisela there is no TV Reception
10	X (1 section)	X (1 section)		X	Yes		Yes			No		No	Landline is needed
11		No		No	Yes (5 villages)	No (2 sections)	Yes		Yes Through satellite dish		1 village @ Phashasel atole Sowetan, Dailysun & citypress	No	No Network tower, access to internet, Landline and at Ledingwe/Ramallane/Senthlane have no cellphone reception
12	Yes		2 village s @ Mashi kwe and Sefate ng	5 village s		No (except 2 sections)	4 villages	3 villages	1 village Mohlalhaneng	6 villages		No	Network tower to improve the situation is needed No TV Reception in 6 villages Radio Reception is needed
13	2 villages Mooilyk & Tjibeng	5 villages		No	Yes (3 villages)	No (4 sections)		Yes	1 village @ Monametse , Mokgotho	5 villages		No	Poor network coverage and no access to internet Newspaper access is needed

Source Fetakgomo Local Municipality, 2013

According to the National Guidelines (Department of Communications) **postal outlets** must be accessible within a three (3) KM radius. Although the total number of postal offices within the FTM is 17 and the total number of households is estimated at **37798**, the households are situated in 87 dispersed settlements. This settlements pattern makes service provision/delivery very costly as some households travel more than 5KM to access postal services. The aforementioned information indicates that there is a significant backlog in respect of the distance travelled to access postal services in Fetakgomo villages.

The table has several implications. **Cell phone** network continues to be a problem. Out of 9 cell phone networks towers only 1 network functional at Phaahlananoge. This indicates medium to low use of cellphone in some areas. The network towers need to be increased including their capacity to address cell phone network deficiency within the FTM. Newspapers are not easily accessible. Key paper in circulation is City Press, Sowetan and Daily Sun.

Available market research Synovate (cited in Sutherns, 2010:03) shows that 84% per cent of South Africans "cannot live" without their cell phones. Applied to Fetakgomo context, this finding has strong implications for cell phone network towers. Cell phone network coverage is evidently poor and therefore needed in different villages/sections of the municipal wards. For example, Wards 1, 2, 5, 7, 8, 9, 11, 12, 13, etc. Generally, the network coverage is weak/poor in the municipal area. As regards, **landlines** (telephones), previous research (2008/9 IDP) made the following appalling finding and assertion: approximately 68% of households in the municipality are without access to telephones. The situation is assumed to be more severe due to 2009 interruption of Telkom services as a result of alleged cable theft. The backlog could be at over **80% (24 729)** at present. Wards, 1, 5 and 7 need postal services. Most households at wards 1, 2, 4, 5, 6, 10, 11 & 13 need landlines. The functional fixed landlines are sometimes interrupted given rural orientation of Fetakgomo. **TV reception** is a need for wards 10, 11 and 13. Generally, the network coverage is poor. One of the implications of the dismal picture painted in this section is that the majority of households in the municipality still cannot take advantage of the ever-expanding **internet** and e-mail telecommunication facilities, especially for educational and business purposes. There is limited access to internet facilities. This, in turn, undermines the economic viability of the area.

Head of Households with Landlines/Telephone

Households	Total(2011)	Total (2007)	Total (2001)
Households with landlines/Telephone	394	487	204
Household without landlines/telephones	22 457	21 304	4073
Telephone in dwelling and cell-phone	-	-	251
Cell-phone only	-	13 322	2439
At a neighbour nearby	-	-	700
At a public telephone nearby	-	-	7127
At another location nearby	-	-	1526
At another location; not nearby	-	-	276

Source: Statistics South Africa (2011)

2.5. ECONOMIC ANALYSIS (LOCAL ECONOMIC DEVELOPMENT)

This section focuses on the characteristics of the Fetakgomo economy more specifically the key economic activities that shape it. The section also provides a synopsis of the Fetakgomo economy assessment and highlights its competitive and comparative advantage. Although Fetakgomo economy remains predominantly rural, the current key economic drivers present a great potential for the improvement in the economic conditions of the general community of the Fetakgomo Municipality.

The existence of the Bopedi Shopping Complex has increased the interest of the potential investors (local and outside investors) to expand business opportunities in the Fetakgomo Municipality. The recent expansion of the Complex with the inclusion of KFC and the Standard Bank remains the main evidential features of the potential growth demonstrated by the Fetakgomo economy. Table 25 below clearly presents the landscape in terms of the existence of the predominant SMME initiatives present within the Fetakgomo Municipality.

The predominant SMMEs are summarised in the table below:

Table 25: Business Activities

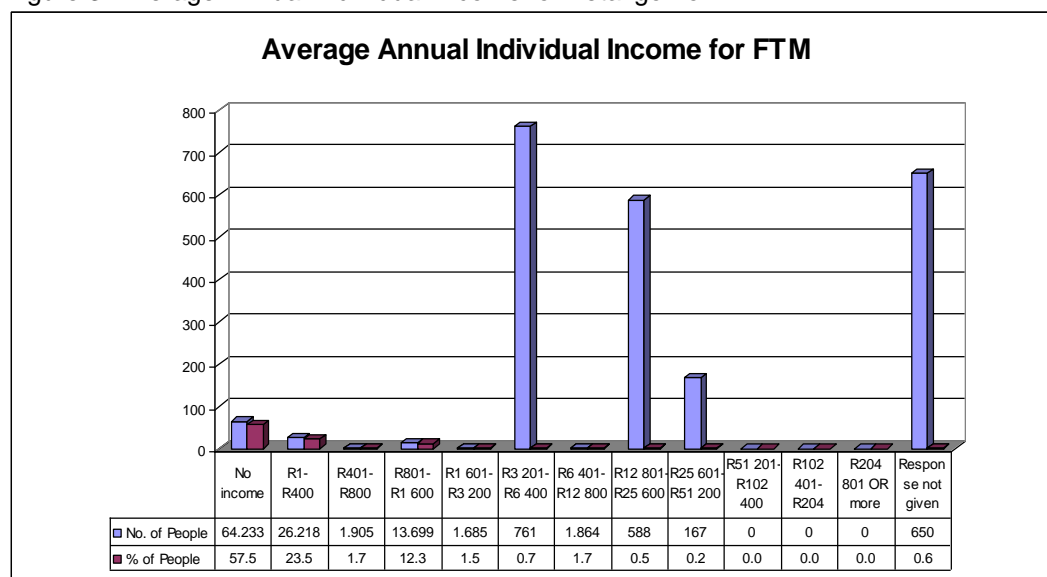
Ward	Total number of businesses	Analysis of type of business		
		Type of business	Legal entity of the business	
		Spaza	Formal shops	Other (e.g garden)
01	29	25	3 (2 welding shops)	Mashilabela Poultry and Gardening Project, Banna le Basadi Temong Project, Tadmasekgapa Mining Cooperative Ltd, Bophelong, Makoko farmers
02	50	25	15	Collapsed shops
03	29	22	7	6 Garden and liquor store
04	40	15	11	14 Businesses ,15 Spaza shops, 11 formal shops, 10 liquor restaurant, 01 Bottle Store, 1 Funeral Parlour, 1 mining cooperative
05	49	23	26	5
06	29	13	16	5
07	34	23	28	Poultry farming , Agriculture & liquor store
08	40	20	13	5 (Makgale Gardening, Mohlakamotala, Seribane, Makgale project & Modulathoko Gardening)
09	36	23	13	04
10	30	19	11	1 (Garden)
11	38	19	19	Poultry/Garden
12	26	12	16	Tavern 10
13	29	17	11	1 Garden at Tjibeng
Total	451	242	189	

Source: Fetakgomo Local Municipality, 2013

In general, Fetakgomo is perceived as being an economically deprived municipality, heavily reliant on public sector employment (34.01 per cent of all employment), remittances and social grants. The average annual household income for Fetakgomo is R 8,000 per annum and almost one third of all households report that they are earning no income.

The 2007 Stats SA Community Survey results indicate that the average annual individual income of the population in the Fetakgomo area is very low. Figure 3 below clearly reflects the extent of poverty in the Fetakgomo area in terms of an overall annual individual income profile. 57.5% of the population does not have any income, while only 0.5% of the population has an average income of more than R12801 per year.

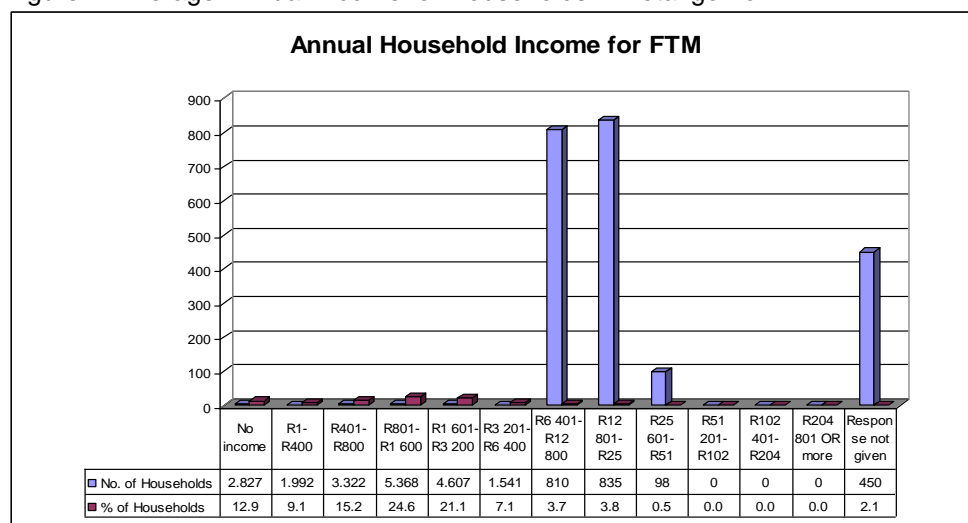
Figure 3: Average Annual Individual Income for Fetakgomo



Source: Stats SA Community Survey 2007

The minimum subsistence income (breadline) for households to survive in Limpopo is considered to be R15 600 per year or R1 300 per month. Figure 4 below indicates that approximately 97.5% of households in Fetakgomo live under the breadline, i.e. earns less than R15 600 per year. Should this persist, this reality implies that approximately 97.5% of households will currently be unable to pay user charges for municipal services.

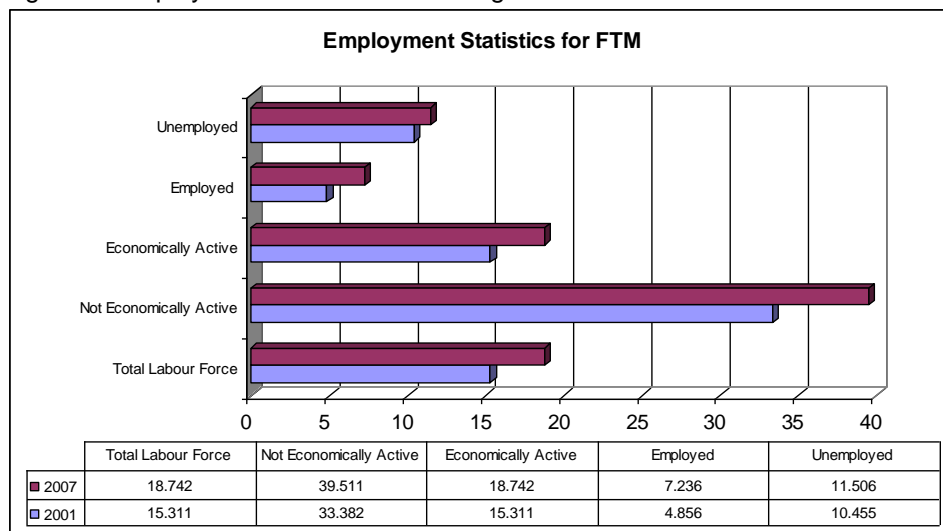
Figure 4: Average Annual Income for Households in Fetakgomo



Source: Stats SA Community Survey 2007

The Stats SA Community Survey results (Figure 5 below) points to the fact that “not economically active” population has increased from 33 per cent to 39 per cent from 2001 to 2007 respectively. The results further paint a bleak picture in respect of a large number of unemployed people (11 506) of the total labour force (18 742) in 2007 which has increased as compared to 2001. However, a significant number of people were employed in 2007 compared to 2001. This simply implies that although the employment rate has increased between 2001 and 2007 equally the unemployment rate has increased resulting in the number of jobs lost being replaced by the newly created jobs.

Figure 5: Employment Statistics for Fetakgomo



Source: Stats SA Community Survey 2007

A cross-sectional study undertaken quarterly by the Statistics SA, QLFS (Quarterly Labour Force Survey) (January-March 2012) found unemployment (using narrow definition) at about 22% in Limpopo Province. This is an increase (upward trend) compared to 20% unemployment reported in the 4th Quarter of the QLFS 2011. Using the expanded definition, the unemployment rate in Limpopo stands at 44% (QLFS January-March 2012). The same survey found the **Labour Force Participation Rate (LFPR)** to be at 37%. Although, it is a challenge that the data generated in this regard is not disaggregated in terms of municipalities, the assumption (proposition) of this IDP/Budget is that the **FTM LFPR is below the provincial average** because of excessively high dependency ratio and low/slow economic growth and development. The total **capital investment**/expenditure of over R22 million by the FTM for 2012/13 and numeral infrastructural investment projects by other sectors listed in the Project Phase of this IDP/Budget is expected to leverage LFPR in Fetakgomo over medium to long term.

Employment profile for Fetakgomo

Persons	2011	% of district total	2007	% of district total	2001	% of district total
Employment	9184	10%	7236	2.8	4856	32%
Unemployment	13154	14%	11506	4.6	10455	68%
Discouraged work seeker	3273	3%	-	-	-	-
Other not economically active	27361	29%	-	-	33382	-
Not applicable	40823	44%	-	-	-	-
Total	93795	100%	18742	3.7	15311	100%

Source: Statistics South Africa, 2011, 2001 and 2007.

Fetakgomo Local Skill Base:

Unemployment Database as per qualifications:

QUALIFICATIONS	TOTAL NO.
Grade 12	448
Honours Degrees	02
Bachelor's Degrees	23
Diploma	98
National Certificates	70
Abet Level 4 &5	11
Total	652

Source: Fetakgomo October 2013.

2.5.1. Key features of the Fetakgomo economy

The diagram below provides a visual illustration of the main characteristics of the Fetakgomo economy. The mix of business activities in the Fetakgomo local economy as identified is listed in the orange pot in the figure below. The green arrows indicate the main sources of external income (revenue and investment) flowing into (green arrows) and leaking out of (through the hole which is represented by the red star) the economy.

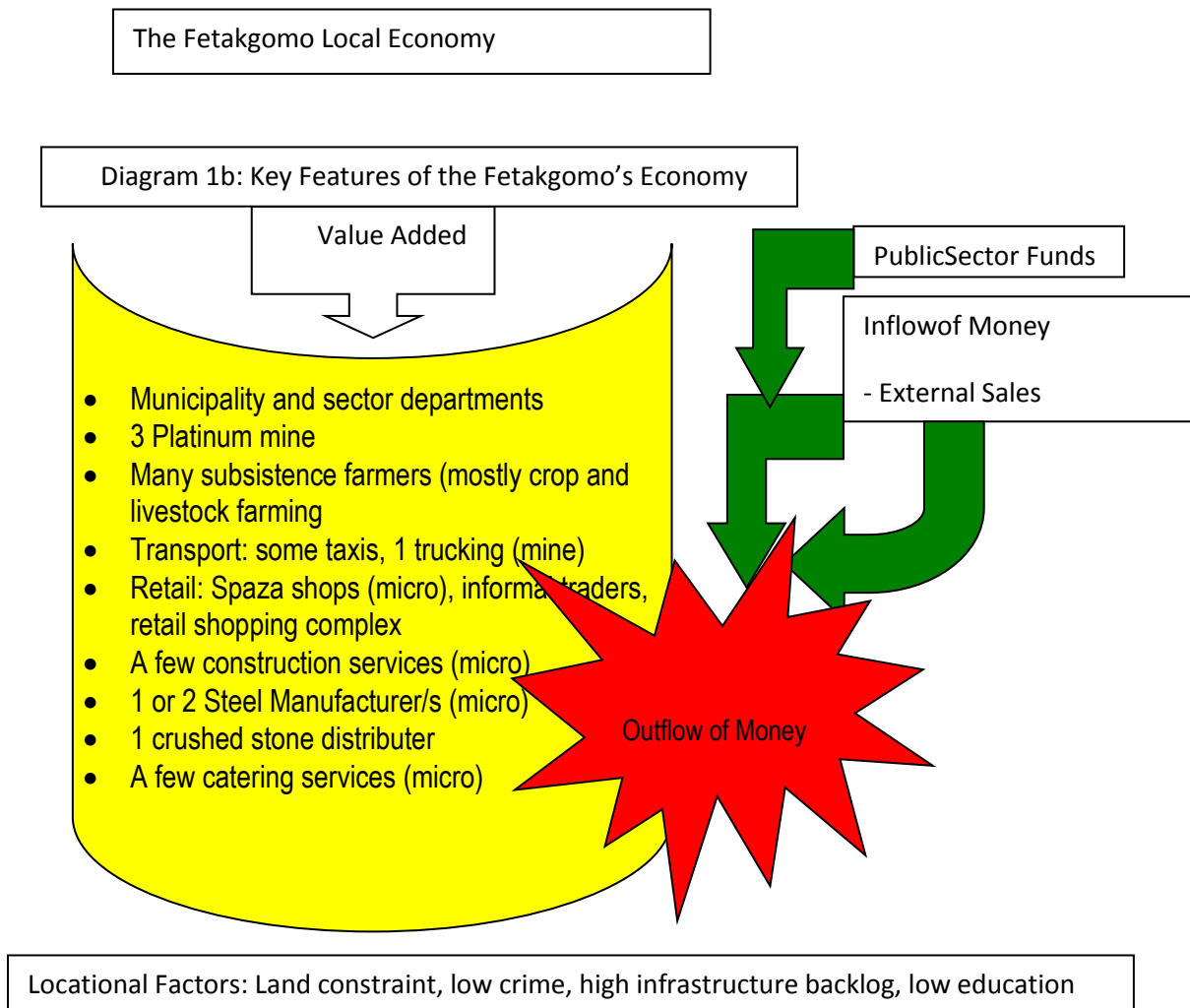


Diagram 1b: Key Features of the Fetakgomo's Economy

There are a number of features that are immediately striking about this economy. First, it is apparent that the Fetakgomo economy depends mainly on mining and public sector funding. In addition, multi-jurisdictional land ownership, infrastructure availability and education levels are the main constraints to growth.

It is also striking that significant (local) money flows out of the Fetakgomo economy because local residents make their purchases outside municipal boundaries. Conversely, certain local sectors earn revenue from external markets. These and other important features of the Fetakgomo economy are discussed below.

External purchases by locals

Local Fetakgomo residents purchase many items, particularly furniture, food and consumables, community services, clothing, vehicles, construction, construction materials and medical services, from external towns and cities. However, the established retail shopping complex has to some limited extent changed this situation and created several opportunities for the Fetakgomo economy by supplying these goods locally.

Sectors earning revenue from external markets

There are very few sectors that earn revenue from external markets. These include platinum mining, transport (taxis), the informal trade of agricultural produce and the supply of goats to Gauteng and other nearby provinces for traditional rituals. The transport sector relies mainly on proximity to local customers for competitive advantage. Lead enterprises in these sectors have proven their competitiveness by trading profitably in external markets. Beyond these industries, however, mining far outstrips every other sector in this regard. Mining's competitive advantage is more robust due to the rich platinum deposits close to surface, the fact that there is a smelter close by as well as linkages to international value chains.

Demand conditions

As may be expected in a small rural town, markets and sophisticated demand are limited. However, Fetakgomo is fortunate to have a mine which is linked to the international platinum market and which plans to grow aggressively. The only other significant markets are retail and the public sector which plans to increase investment in basic infrastructure and presents construction opportunities.

Quality of life

Quality of life factors are important to higher level income persons deciding to live in a particular location. Fetakgomo has an attractive landscape, crime levels are low, living conditions are pleasant and with quality education and recreational facilities available within 1 hour's drive away in Polokwane. The town of Fetakgomo is much closer to Bokone Platinum Mine than Polokwane or Burgersfort. Mine employees living here would save 45 minutes travelling to work twice a day.

The established Fetakgomo Shopping Mall has resulted in few locals travelling to Polokwane and Lebowakgomo regularly to shop and for entertainment. The mall has, among others, the following retail stores in place: clothing stores, and a hardware store.

Four quality of life factors offer possible advantage and should be promoted:

- proximity to work at Bokone Platinum Mine located in Atok;
- an attractive setting for homes;
- low house prices (assuming property rights resolved); and
- low levels of crime.

The other quality of life factors do not offer a comparative advantage and should be improved over time.

2.5.2. Key economic sectors

There are some disputes regarding the precise contribution of various sectors to Fetakgomo's Gross Geographical Product (GGP). Nevertheless, this IDP uses the figures provided by the Municipal Demarcation Board in 2000. This is set out in the table below.

Table 26 (a): Sector contributions to Employment in FTM

Sector	No of people employed per sector	% Contribution to employment per sector
Primary Sector		
Agriculture, hunting, forestry and fishing	60	0.82
Mining and quarrying	2362	32.65
Secondary Sector		
Manufacturing	129	1.78
Electricity, gas and water supply	-	-
Construction	326	4.51
Tertiary Sector		
Wholesale and retail trade	592	8.18
Transport, storage and communication	83	1.15
Financial, Insurance, Real estate and business services	-	-
Community, Social and Personal Services	1945	26.88
Other and not adequately defined	186	2.57
Unspecified	1553	21.46
Total	7236	100

Source: Stats SA Community Survey 2007

Table26 (a1): Number of jobs created through municipal LED initiatives

Project Name	Number of Jobs	No. of Females	No. of Males	Youth
Fetakgomo Waste Management	180	176	04	87
Fetakgomo Cleaning Services	51	23	28	22
Tourism Centre	09	03	06	05
Community Work Programme (CWP)	1083	948	135	378
Paving of Apel Market Stalls	29	14	15	11
Fencing of Mogobeng Poultry & Farming	10	10	00	08
Fencing of Thetiane Piggery	15	14	01	12
Total	1377	1188	189	523

Table 26 (b): Employment by Sector in Fetakgomo Local Municipality

Gross Value Added per sector in Fetakgomo Local Municipality at Constant 2005 Prices, R'M

Sector	2008	2009	2010	2010%
Agriculture, Forestry and Fishing	33	32	26	0
Mining and quarrying	5523	4865	6254	56
Manufacturing	107	91	88	1
Electricity, gas and water	19	19	16	0
Construction	375	372	308	3
Wholesale and retail trade, catering and accommodation	1109	1094	1102	10
Transport, storage and communication	67	61	52	0

Finance, insurance, real estate and business services	157	143	131	1
Community, social and personal services	1397	1461	1417	13
General government	1496	1617	1698	15
TOTAL	10283	9755	11091	100

Source: Quantec Regional Economic Database

Mining is by far the biggest employer Bokoni Platinum Mine is the largest mine, with several others located within and outside the boundary of Fetakgomo. Government is the second largest employer. Community Services is also an important employer, especially for informal activities.

Table 26 (c): Economic Production

Gross Value Added per Sector in Fetakgomo LM at Constant 2005 Prices, R'm

Sector	2008	2009	2010	2010%
Agriculture, Forestry and Fishing	2	2	2	0.1
Mining and quarrying	1335	1145	1199	71.9
Manufacturing	8	6	6	0.4
Electricity, gas and water	12	12	12	0.7
Construction	21	21	21	1.3
Wholesale and retail trade, catering and accommodation	68	67	68	4.1
Transport, storage and communication	20	18	18	1.1
Finance, insurance, real estate and business services	33	31	31	1.9
Community, social and personal services	115	119	120	7.2
General government	174	183	190	11.4
TOTAL	1789	1603	1668	100.0

Source: Quantec Regional Economic Database

Fetakgomo has a very small local economy, with a total value of production of only R1.7 Billion in 2010 (at constant 2005 prices). Almost 72% of this value is contributed by mining. The second biggest contributor to the local economy is government. There is limited number of trading enterprises, mostly informal, aimed at immediate consumption needs of local residents.

It is perhaps remarkable that the mining sector contribution has increased from 28.36% (Municipal Demarcation, 2000) to 32.65% (Stats SA Community Survey, 2007). Unlike in the past, the mining sector is on the lead regarding contribution to employment. This is attributable to the mineral deposits found in the area. What is somewhat staggering, however, is that the agricultural sector contributes almost 0.82 to local job positions.

It is worth noting that in recent years, the efficiency of social grant delivery has increased significantly. However, the ability of the Fetakgomo economy to retain this fiscal inflow, through the provision of local goods and services, has not developed commensurately. In addition, a significant part of the economy is dominated by large mining companies with their headquarters and procurement bases outside the Sekhukhune District. This has implications for economic development in the area, and is described elsewhere in this IDP.

The following sub-sections describe some of the key sectors within the Fetakgomo economy.

Agriculture / Farming

Whilst the employment contribution by farming has decline between the period 2000 and 2007, there is potential for improvement based on the possible but effective exploitation of this sector. Two factors contribute to taking this sector more seriously, namely: – indigenous knowledge was previously utilised when these farming areas were utilised productively and the fact that Limpopo Department of Agriculture continuous to invest a substantial infrastructural investment in terms the resuscitation and installation of the existing and new irrigation schemes respectively. In terms of pro poor growth in the context of low

levels of education, agriculture offers an option of employment for persons with farming skills. Despite the availability of irrigated land and fertile soil, the agricultural potential is largely unutilised. Funds are also available but appropriate utilisation of the funds remains a challenge.

Mining

According to the Norms and Standards (Limpopo Office of the Premier, 2012), the minimum contribution of multinational companies (doing business with mining companies) is 1% towards socio-economic development of the local communities (of the total annual profit generated).

Fetakgomo is rich in chrome and platinum. The mining activities are located closer to the smelter. This comparative advantage is competitively utilised at Bokoni Platinum Mine, which belongs to ANAROOG. The mine currently employs 4000 persons and aggressive growth and expansion is planned.

One chrome mine is being proposed in Sefateng and the possibility of locating a chrome smelter can be explored by the private sector. There is also exploration for further platinum and granite mines.

Mining is very capital intensive and a relatively (to capital investment) low absorber of labour. Potential growth opportunity for Fetakgomo downstream in the value chain is limited as the capital intensive smelter is in the neighbouring municipality. The supply chain however offers a wealth of opportunities to a variety of other sectors.

Manufacturing

Current local manufacturing activities are limited mainly to serving local needs in the absence of other competitors. Distance of competitors, customised demands and small orders sustain current activities. An example is a clothing manufacturer focussing on individual garments, typically traditional wear and wedding dresses. Other activities include welding services of burglar bars, security gates etc.

Growth of the mining sector and local proximity may create conditions that lead to development of the manufacturing sector, by a combination of external investors and development of local manufacturers. Growth in this sector is therefore mainly dependant on growth in mining. It could therefore be included under the heading of leveraging opportunities linked to growth in mining.

Construction

The statistics for 2000 suggest construction contributes 6.44% to Fetakgomo employment and it has declined as compared to the 2007 figure of 4.51%. The local industry is limited but has growth potential.

Two key drivers are expected to create conditions for growth in construction – aggressive growth and investment by the mines, which requires infrastructure and housing for staff, as well as the growth of public sector infrastructure development to reduce social infrastructure backlogs.

The construction opportunities linked to mining are mainly during establishment of capacity for mines and will therefore have a much shorter window of opportunity (approximately 4 - 8 years) than the opportunities linked to the operations of the mine (approximately 20 - 30 years). Thereafter, construction will need to compete in other markets with a proximity disadvantage.

Retail, Trade and Services

The previously uncompetitive retail sector consisting of spaza shops is currently being superseded by the establishment of a modern Shopping Centre with well known retail chain stores and franchises. This shopping centre creates quality new jobs, reduce costs to local consumers and provide new supplies e.g. a hardware and building supplies store beneficial to other industries such as construction. It further reduces the local expenditure on retail goods, previously purchased outside the area.

The market has responded to the local demand and is expected to continue to grow as local consumer and business spending power increases. This spending power is likely to originate from growth in the number of higher income consumers that choose to live in the area, as a result of growth in other sectors such as mining and related suppliers. Growth in the other sectors will therefore lead to growth of retail.

Transport and Logistics

The transport and logistics sector consists of a few taxi operators (consumer transport) and a few individuals with trucks that transport agricultural goods, crushed stone and other building material. The growth of this sector is currently limited but is linked to growth in other sectors, in particular mining. Many people and vast amounts of material need to be moved on a regular basis. This sector could also be linked to the leverage of mining growth as this is where most of the growth potential lies.

Tourism

Fetakgomo has a picturesque landscape, has potential tourist attractions and is part of a tourism route on the road from Gauteng via Marble Hall and Fetakgomo link through a new shortcut over the Drakensberg to Tzaneen, Phalaborwa and the Kruger National park.

A present there is no visitor accommodation in the immediate area. Visitors to mines and the public sector have nowhere to stay and have to commute for more than an hour from either Polokwane or Burgersfort.

The potential for tourism exists but it requires substantial infrastructure investment. In lieu of the high dependency on the mining sector for short and medium term growth, other sectors need to be developed for the longer term to diversify the economy to become less vulnerable when the mining boom subsides. Tourism is one sector where competitive advantage can be developed and maintained over time. The short term demand especially whilst the mining expansion takes place, may present an opportunity to create appropriate facilities that meet the market demand and will be sustainable.

Competitive and comparative advantage

For the Fetakgomo economy to grow sustainably, revenues (more specifically GGP) and investment flows must increase, preferably from external markets. Economic growth follows when businesses in local sectors become more competitive in external and/or local markets. The market responds to better goods, at lower prices by increasing sales revenue to suppliers. Increased revenues and lower costs increase profits which often lead to increased investment. Investment into productive capacity typically also creates new jobs.

It is therefore necessary to determine which external markets Fetakgomo-based firms can compete in profitably and sustainably. These markets and sectors offer the most opportunity for self-sustained economic growth and, therefore, become strategic priorities for the municipality. Furthermore, it is important to understand the nature of competitive advantages and disadvantages in these markets - and to recognise which factors are critical to success and which still constrain the relevant sector's performance.

If some locals already compete in these markets self-sustainably, it provides evidence of the viability of local sector competitiveness (e.g. the mines supply international value chains or Fetakgomo taxis transport residents). Therefore, the demand and supply pattern already exists, albeit on a small scale. Whereas it is theoretically possible for locals to also compete in totally new markets, such initiatives are less likely to succeed without external support, in the form of new investors. Planning entry into new markets is an extremely risky option and is prone to high levels of failure. It is safer to work supply demand patterns that are already proven viable and to grow these organically by making markets work better, improving sector competitiveness or removing location (or systemic) constraints to performance.

Understanding the market supply and demand patterns is crucial in determining options for high catalytic impact with least but smart effort and costing. If these are not understood, Fetakgomo's economic

development initiatives are likely to have little impact and have a high probability of causing undesirable or unplanned consequences that could be costly and have a negative impact. These demand and supply patterns may be viewed from different perspectives. A value chain perspective, often used in the rapid appraisal process to understand the dynamics of specific sectors, focuses on the sequential value adding steps completed by different firms to produce various products purchased by an end user. A location or LED perspective focuses on activities in a particular place and the flows into and out of the economy within that place or location. Below is the summary of enterprises per sector:

Municipal enterprises as per the sectors

Economic Sector	No. of Business Enterprises	Descriptions of Enterprises
Agriculture	65	Fetakgomo Farming Agricultural Cooperative
Tourism	3	Loyte Charles Tourism Parks Cooperative
Services	8	Letsogapele Retail Cooperative
Construction	7	Mmetja Construction and Services
Manufacturing	4	Sufficiently Trading & Projects
Mining	2	Tadimasekgapa Stone Crush Cooperative
Arts, Culture & Tradition	1	Mohlaetse Lemao Traditional & Cultural Dance Group
Retail	2	Ipoteng Internet Cafe

Source: Fetakgomo October 2013.

In October 2006, Fetakgomo Local Municipality underwent a participatory rapid appraisal process for local economic development. The appraisal process was useful in that it collated qualitative and up-to-date information about the local economy. The focus was placed on inflows of money from external markets and outflows through external purchases. This approach emphasised the importance of competitiveness and futility of zero sum initiatives (such as job displacement where one helps 1 retailer grow 3 jobs at the cost of 3 jobs at another). The results of the appraisal process are captured in the tables below.

Strengths and weaknesses of key sectors of the economy

Table 27.below sets out the main strengths and weaknesses that pertain to the key sectors in the Fetakgomo's economy.

Table 28: Strengths and Weaknesses of All Sectors

Strong points	Close to the large platinum mine Land available Situating at an axis point to Burgersfort, Marble Hall and Polokwane Some good tarred provincial roads Close to the Olifants River (water supply) Situating in picturesque countryside	Intellectual capital at the Local Municipality Work ethic of the Local Municipality Commitment of municipal leadership to change Committed community leaders to improving the economy Process to address land ownership issue has already started
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Weak points	<p>Opportunities related to mine not utilised</p> <p>Poor road connection to mine - D4190</p> <p>Multi-jurisdictional Land ownership constraint – delayed and lost economic development because current regulations rewards gate keeping behaviour</p> <p>Backlog in basic infrastructure</p> <p>Fetakgomo is not located on maps</p> <p>Limited access to telecommunication infrastructure</p>	<p>Shortages of skills</p> <p>Low levels of education</p> <p>Local priorities not linked effectively to District and Provincial priorities</p> <p>Local priorities not linked effectively to public sector support agencies</p>
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Table29: Strengths and Weaknesses of The Mining Sector

	Comparing locational factors (place)	Competitiveness of sectors
Strong points	<p>Vast and rich deposits of platinum ore</p> <p>Situated on the Dilokong Corridor, close to the smelter</p>	<p>High value mineral</p> <p>Extracted at competitive cost</p> <p>Linked to international value chain</p> <p>Financially very strong</p>
Weak points	<p>Uncertainty about land availability for expansion and housing</p> <p>Distance from Polokwane</p>	<p>Ability to anticipate and manage community development expectations</p> <p>Relationship challenges with neighboring communities</p> <p>Difficulty in obtaining surface rights license</p> <p>Limited accommodation for staff and visitors, alternative Polokwane</p>

Table 30: Strengths and Weaknesses of The Agricultural Sector

	Comparing locational factors (place)	Competitiveness of sectors
Strong points	<p>Availability of water (near rivers)</p> <p>Fertile soil</p> <p>Land availability</p> <p>Favourable climate conditions</p> <p>Close to the mine as a market</p> <p>Auction link to the market</p>	<p>Existing under utilised irrigation schemes</p> <p>Long seasons for production</p> <p>Existing skills</p> <p>Markets for livestock</p> <p>Potential for commercialisation</p>
Weak points	<p>Ownership of land, little investment due to uncertainty, scale of production</p> <p>Risks associated with periods of drought</p> <p>Transport to markets is expensive</p> <p>No scientific information on type of crop potential for the area</p> <p>No veterinary services</p> <p>Poor prices from small auctions</p> <p>Erosion, overgrazing</p> <p>Ineffective technical support to farmers</p>	<p>Subsistence level farming persists</p> <p>Limited access to constant demand markets</p> <p>Limited access to suppliers</p> <p>Limited access to market information</p> <p>Uneconomical scale of production</p> <p>Lack of expertise, experience / skills training</p> <p>Poor networking and partnerships</p>

Table 31: Strengths And Weaknesses Of The Transport And Logistics Sector

	Comparing locational factors (place)	Competitiveness of sectors
Strong points	<p>Close to mine market</p> <p>Existing routes</p> <p>Provincial roads in fairly good condition</p>	<p>Existing service providers</p> <p>Existing taxi rank</p>
Weak points	<p>Distance to Polokwane</p> <p>Poor road condition to the mine</p> <p>Fluctuating transport fares</p>	<p>Poor condition of vehicles</p> <p>Lack of Batho Pele principles in the industry (Poor service levels and ethics)</p>

Table 32: Strengths And Weaknesses Of The Retail And Trade Sector

	Comparing locational factors (place)	Competitiveness of sectors
Strong points	<p>Close to the mine market</p> <p>Available human capacity to grow this sector</p>	<p>New shopping centre being built</p>

Weak points	D4190 road in poor condition Lack of business support services Lack of local support	Few successful partnerships Shortage of business skills
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Table 33: Strengths And Weaknesses Of The Tourism Sector

	Comparing locational factors (place)	Competitiveness of sectors
Strong points	Unmet need for accommodation from Mine- and Municipal- visitors Picturesque area with potential for many activities related to the landscape Rich cultural historical area, Many heritage sites Good sites for accommodation – Olifants river, Potlake nature reserve	Friendliness of the people
Weak points	Land/site availability/ownership (investment risk) No road signage to the area Poor road condition of the D4190 Confusion around the name of the town Fetakgomo is not located on maps Undeveloped attraction/heritage sites	No visitor accommodation in the immediate area

We are, notably, blessed with some of the natural resources as reflected below:

Table 34: Natural Resources

Ward	Type	Description of economic development potential of the natural resources
01	Caves	Tourism opportunity – attract cultural tourism
	Manufacturing Marula	Lot of trees in the area
	Large grazing area	Agricultural potential, land care project
	Granite prospecting	Mining
02	Sand	It is potential natural resource
03	Caves and magnetic stones	Rich with indigenous culture and that can create tourism opportunities
04	Marula tree	
	River/Dam	Fishing and generate income by selling the products
	Marula Tree	Marula beer (selling such beer contribute towards income generation)
05	Mountain	Tourist attraction
06	Foot print	Tourist attraction
	Magnetic stone	Tourist attraction
	Carve & Mohlapo	Tourist attraction
07	Caves & rich soil	Soil fertility in the area- potential for agri-business
08	Stones	Building
	River	Sand collectors
	Grinade	Building concrete
09	River ,Sand & Rocks	River provide of water, fishing and recreational opportunities
10	N/A	
11	Quarry stone	Building
12	Meetse a Mamogashoa	
	Cave	Tourist attraction
	Game reserve	Tourist attraction
13	Sehlakwe water falls	Tourist attraction

Source: Fetakgomo Local Municipality, 2009

Fetakgomo is notably blessed with some of the natural resources. Table underlines the need to develop areas which have tourist potential e.g foot print, cave, dithaba (tourist attraction), stones (building), Marula tree (manufacture morula). There are also activities with economic potential.

Table 35: Potential Economic Activities

Ward	Opportunity	Funding status	Current status
01	Disable Centre	European Union	Functional
	Poultry & vegetable	Social Development	Functional
	Mining	Marlin & Kelgran	Waiting for licensing
	Crushing	LIBSA	Functional
	Mamakuru	None	Not functional
02	Mapuwe Garden Project	National Development Agency (NDA)	Functional
	Morako wa Matebele	Not confirmed	
	Kutukubje Cave	Not Confirmed	
03	Mining and farming	N/A	There is a need for water to grow crops and people with mining skills to empower the community
04	N/A	N/A	N/A
05	Farming	N/A	Not operating (Operation hunger no longer operating)
	Mining potential	N/A	No activity but initial studies confirming mining potential in the Ward were performed
06	Fetakgomo Farming Cooperative	N/A	Operating
	Nchabeleng Agricultural Cooperative	N/A	Lack infrastructure & thus no progress
	Lepellane Irrigation Scheme	N/A	Lack infrastructure & thus no progress
	Access to Agricultural Land	N/A	No progress
07	Farming	Department of Agriculture	Projects not well managed
	Ikageng Ga-Masha Farming Cooperative	Department of Agriculture & DTI	Functional
	Tourism		
08	Shopping complex	Predominantly private	Active
	Hawkers	None	Operating
09	Mining opportunities, agricultural farming, poultry farming	No source of funds	N/A
10	N/A		
11	N/A		
12	Game reserve	Potlake Game Reserve	Operational
	Mining	Leboa Platinum Mine	Operational
13	Mining	ANGLO Platinum, ANORAQ & Sefateng Chrome	Functioning except the newly proposed Sefateng Chrome Mine

Source: Fetakgomo Local Municipality, 2013

In a manner clearly understandable to even a non-specialist, the table above has recorded that Fetakgomo has a great potential for agricultural farming (along with others) as one of the dominant potential economic activity. The previous table which looked at business activity compliments this finding by entailing multiple references to gardening which falls within the category of agricultural activity. Even the table that sought to exhibit community structures noted some production of vegetables by some of the community structures. In contrast, however, it has been found out by the agricultural economists that the value of agricultural production of Fetakgomo (Gross Geographical Product) is the lowest (789) in the whole province of Limpopo.

The second last is Aganang Municipality whose value of agricultural production is at 5,246. The second lead municipality is the Greater Tzaneen whose value of production is at 373,218, followed by Makhado at 295,783 and Mogalakwena Municipality at 242,334 (consult Department of Land Affairs, 2008:8-9). One of the reasons for the lowest value of agricultural production of Fetakgomo could be attributed to a non-availability of adequate water sources for farming purpose. Asserted differently, we are water stressed municipality. From a lay man's point of view, Fetakgomo's soil seems to be suitable for farming and somewhat grazing. Studies seem not to be conclusive/precise on the characterization of soil potential class of Fetakgomo. Can we classify Fetakgomo as High Potential Soil, Moderate Potential Soil or Low Potential Soil? Or does it reflect combination of two or more variables of these classes? It is

recommended that further studies on the soil potential of Fetakgomo be performed to indicate/detail the economic viability of the soil. Strategies need to be developed to increase Fetakgomo's value of agricultural production and empower communities to generate income through agriculture. It is common knowledge that ours is a municipality that is defined by a largely low income population. Both local evidence and our empirical observations attest to the latter. Official estimates are that about 64, 233 people within Fetakgomo have no income while about 26, 218 earn income of between R401 – R800 (see Statistics South Africa, Community Survey 2007).

2.6. FINANCIAL VIABILITY.

The FTM has established a fully functional and effective Budget and Treasury Office (BTO) in line with chapter 9, section 80 of the MFMA. The key role of BTO is to carry out Revenue, Expenditure, Assets and Liability (REAL) as well as the strategic financial advice to both the senior management and the Council. The FTM has sound and effective financial management which is attested by the fact that the FTM has received a qualified audit report in the last two financial years. The Auditor General qualified the municipality on irregular expenditure in 2012 financial year and the asset register in 2013. The municipality has developed an audit action plan to respond to the findings. In the main, the Auditor found that the municipality has used a current replacement costs in calculating costs of assets rather than historic costs. Management believe that this deficiency will not repeat going forward as internal control measures have being implemented to strengthen the asset register.

Municipality is currently developing the five year financial plan with an objective of meeting future demands that municipality may face. Municipality is currently unable to fund all the priorities identified in the IDP due to insufficient funding. One of the potential funding mechanisms are PPP and borrowing therefore as part of financing the budget with an intention of meeting service delivery demand, municipality will have to source funding either through borrowing or PPP in order to address service delivery challenges.

In a space of three years municipality has implemented 90% of revenue enhancement strategy successfully which means four out of five revenue streamline were implemented. Municipality is currently engaging SDM on water SLA so that municipality could be water service provider. If this objective can be achieved the FTM will have significant revenue base which will be 40% inclusive of own revenue. In summation municipality implemented the following revenue sources e.g. refuse removal, property rates, traffic related revenue and billboard. One of the challenges facing a municipality is lack of Formal Township since the municipality is rural, the quicker council work on the implementation of township establishment the better, It is worth mentioning to indicate that municipality is working hard to reduce operational expenditure with a view of increasing capital expenditure budget in order to address service delivery challenges.

All the expenditures incurred are generally in line with the approved budget in terms of section 15 of the MFMA and policies and procedures that governs expenditures management. The FTM complies with sections 65 and 66 of MFMA. Furthermore the system of internal controls were established and maintained to ensure that there is no breakdown in business process and activities. Budget management was decentralised to the senior managers responsible for budget vote which means section 77 of the MFMA were complied with. All the creditors were paid within 30 days of the receipt of invoice in line with section 65(e) and circular 49 issued by the National Treasury. All the section 71 and 52 reports were submitted to Provincial Treasury and National Treasury as well as to Council and this are an indication of oversight mechanism hence the principle of transparency and accountability. Municipality has implemented supply chain management system which seeks to address all the underlying challenges within the sphere of supply chain or procurement level and the SCM policy has been successfully align with various circular on SCM issued by Treasury.

Municipality has also successfully implemented GRAP 17 asset register and is also complying fully with Generally Recognised Accounting Practice standards and the requirement of Municipal Budget Regulation and Reporting. Municipality have achieved 95% of MFMA compliance in terms of monitoring tool issued by National Treasury which means municipality is MFMA compliant in terms of

implementation. Municipality is working on 14 days turnaround time for processing procurement or tenders since procurement of goods and service equal service delivery, municipality is working hard to make procurement to be efficient and effective in order to meet the objective of section 217 of the constitution. Municipality is focusing on contract management as part of key driver to success on monitoring of performance of service providers with an intention of ameliorating high level of inefficiencies such as unspent grants and poor performance by service providers.

All the statutory reports were submitted to relevant authorities on time and key MFMA reports were published in the municipal website in order to enhance transparency in line with section 75 of the MFMA. Municipality use the following pillars as the measures of financial health;

1. Operating expenditure as the percentage of cash;
2. Creditors as percentage of cash and investments;
3. Persistence to negative cash;
4. Revenue as a percentage of debtors;
5. Year in year increase in debtors;
6. Overspending on operational budget and;
7. Under spending on capital

The robust internal control measures were put in place to ensure that sections 32 of MFMA expenditures are prevented or detected timeously and all the fruitless and wasteful expenditure as well as irregular expenditures were appropriately disclosed in the annual financial statement for the period ended 30 June 2013. Disclosing section 32 expenditures in the annual financial statement is a good sign of accountability and transparency.

CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2013		2013	2012
Receipts			
Sale of goods and services		2 439 826	475 123
Grants		68 714 059	59 164 025
Interest income		677 459	1 148 530
Other receipts		267 294	2 140 675
		72 098 638	62 928 353
Payments			
Employee and councillors related cost		(33 933 613)	(29 295 777)
Suppliers		(19 891 367)	(16 777 388)
Finance costs		(12 115)	(22 600)
		(53 837 095)	(46 095 765)
Net cash flows from operating activities		18 261 543	16 832 588
Purchase of property, plant and equipment		(16 335 950)	(11 381 920)
Finance lease payments		(74 715)	(58 091)
Net increase/(decrease) in cash and cash equivalents		1 850 878	5 392 577
Cash and cash equivalents at the beginning of the year		14 131 701	8 739 124
Cash and cash equivalents at the end of the year		15 982 579	14 131 701

Both liquidity and solvency ratio remained positive throughout the period and the FTM had unencumbered assets. Municipal asset base increase significantly due to implementation of GRAP 17 as the results the historical assets were re-measured by using DRC model prescribed by GRAP 17. Municipal debt collection has also improved with the exception of government debts and this poses a serious threat due to the fact that government does not respect the constitutional authority of municipality on levying taxes and surcharges. The current revenue increase indicates that the municipality has great chance on improving its grading to the next. Municipality has two investments property measured and recognised at fair value as per the requirement of GRAP 16.

Table 30: Existing Revenue Sources and Management

Revenue	Observation
Rental of municipal facilities (community halls, , leasing of office space, guest house)	There are three community halls that the municipality rents out to the community, government departments as well as civil society organisations. Although the halls are not maximally utilised, the municipality is able to generate a little revenue from leasing the halls out. The Civic Centre also assists a great deal. The leases sections of the Thusong Service Centre (ATOK multi- purpose community centre) to different government and private institutions. The user departments and private institution/s pay for the space leased. The leasing of office space has some maintenance implications, the costs thereof are recovered through the rental fees collectable on monthly basis.
Land use applications	The Municipality is generating an income from the land use applications. The collectable application fees vary in accordance to land use type that one is applying for. The fees are only payable once the application has been approved by the CoGHTA. The payment for building plans and other services are an add on an ad hoc basis
Investment and tender documents	The interests earned on investment and tender documents are also revenue sources.
Traffic functions	This remain key source of revenue in the municipality as municipality claims 100% on learners licence and 80% on the other agreed upon services with Department of Transport and Roads.
Property rates	Municipality has started with the billing on the 01st July 2011 and the municipality uses Munsoft billing system .Business are currently paying for the property rates however the challenge remain with the state or government department to honour payments due to unclear reasons advanced by the state or provincial department and the matter is handled at level of debt forum initiated by CoGHTA.
Refuse Removal	This revenue source is currently collecting well and the challenge is buy in from some of the councillors.
Advertisement and billboards	Municipality appointed service provider to manage billboards activities on behalf of the municipality for the period of three year on contingency basis.
Proof of residents	In terms of legislation this revenue sources is classified as cost recovery revenue which means all the collected is meant to cover the cost. This as key instrument in credit control due to the fact that municipality can effectively use this as the mechanisms especially on those who not pay for the services. If resident owes municipality no proof of resident must be provided to the individual who owes the municipality.

Further observations

The FTM is relying more on grants and subsidies as well as public contribution and donation which represent more than 86% of the total municipal revenue. Municipal revenue shows a positive improvement over the period of time and it is anticipated that by 2014 f/y the FTM will be having 40% of own revenue as the Revenue Enhancement Strategy will be fully implemented.

Audit Opinion

In 2011/2012 financial year municipality has received qualified audit opinion from AGSA however management has implemented robust audit implementation strategy to addresses the deficiencies identified by the AG.

Table 31: Trend Analysis of Audit Opinion over the Last Four Years

2008/9	2009/10	2010/11	2011/12	2012/2013
Unqualified with emphasis of matter	Clean opinion	Clean Audit opinion	Qualified	Qualified

In order to keep repetition to minimum, indication of financial policies and controls will be done in the Integration Phase of this IDP. The following are the key challenges that could affect the FTM adversely:

- Inadequate contract Management
- Non adherence to demand management plan
- Non-payment of services by residents
- High dependency on grants
- Lack of formalised township
- Limited powers and functions

We will include detail action plan once the municipality has received the audit report.

Financial Planning and Budgeting

Summary of the budget

Table 32 Revenue, operational and Capital budget 2014/2015 and outer years (MTREF)

LIM474 Fetakgomo - Table A1 Consolidated Budget Summary

Description R thousands	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Financial Performance										
Property rates	–	–	912	920	3,942	3,942	–	4,021	5,022	5,524
Service charges	264	195	3,101	2,506	2,575	2,575	–	5,157	5,494	6,028
Investment revenue	718	724	1,149	900	900	900	–	1,450	1,550	1,663
Transfers recognised - operational	29,408	52,726	55,418	50,322	50,822	50,822	–	57,379	67,285	87,226
Other own revenue	521	2,894	3,456	6,519	6,518	6,518	–	4,168	4,841	5,156
Total Revenue (excluding capital transfers and contributions)	30,911	56,539	64,036	61,167	64,757	64,757	–	72,176	84,192	105,597
Employee costs	14,896	19,288	23,727	26,658	27,583	27,583	–	32,786	36,484	38,485
Remuneration of councillors	5,626	5,737	6,097	7,006	6,856	6,856	–	7,357	7,872	8,501
Depreciation & asset impairment	1,673	2,706	3,324	1,824	2,824	2,824	–	3,270	3,760	4,512
Finance charges	66	31	23	85	85	85	–	89	95	100
Materials and bulk purchases	836	1,038	1,147	1,300	1,300	1,300	–	1,500	1,700	1,870
Other expenditure	10,408	12,199	17,491	21,400	26,019	26,019	–	32,097	32,889	43,222
Total Expenditure	33,506	40,998	51,809	58,273	64,667	64,667	–	77,099	82,800	96,691
Surplus/(Deficit)	(2,596)	15,541	12,227	2,895	90	90	–	(4,923)	1,392	8,905
Transfers recognised - capital	11,230	–	–	17,910	17,910	17,910	–	19,042	20,545	21,814
Surplus/(Deficit) after capital transfers & contributions	8,634	15,541	12,227	20,805	18,000	18,000	–	14,119	21,937	30,719
Surplus/(Deficit) for the year	8,634	15,541	12,227	20,805	18,000	18,000	–	14,119	21,937	30,719
Capital expenditure & funds sources										
Capital expenditure	12,230	18,616	10,357	22,133	26,518	26,518	–	23,867	24,428	32,860
Transfers recognised - capital	11,270	16,935	9,551	17,910	17,910	17,910	–	19,042	20,545	21,814
Internally generated funds	960	1,681	806	4,222	8,608	8,608	–	4,825	3,883	11,046
Total sources of capital funds	12,230	18,616	10,357	22,133	26,518	26,518	–	23,867	24,428	32,860
Financial position										
Total current assets	14,457	10,771	19,317	12,739	12,739	12,739	–	13,488	11,634	22,320
Total non current assets	41,688	61,875	83,875	80,062	80,217	80,217	–	126,900	143,699	194,560
Total current liabilities	19,634	7,142	11,700	4,748	4,748	4,748	–	12,185	9,077	6,321
Total non current liabilities	55	353	327	568	568	568	–	3,918	4,653	6,868
Community wealth/Equity	36,455	65,152	91,166	87,485	87,640	87,640	–	124,285	141,602	203,691

Description R thousands	2009/10	2011/12	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Cash flows										
Net cash from (used) operating	12,538	16,091	16,833	21,069	15,674	15,674	15,388	19,287	24,772	34,901
Net cash from (used) investing	(12,006)	(18,528)	(11,382)	(17,706)	(26,314)	(26,314)	(16,944)	(24,137)	(25,188)	(32,372)
Net cash from (used) financing	(96)	141	(58)	(141)	(141)	(141)	(141)	(218)	(362)	(417)
Cash/cash equivalents at the year end	11,035	8,739	14,132	17,355	3,351	3,351	12,436	7,368	6,590	8,702
Cash backing/surplus reconciliation										
Cash and investments available	11,112	8,739	14,132	8,577	8,577	8,577	–	12,856	10,477	21,400
Application of cash and investments	17,549	7,396	10,477	5,837	2,422	2,422	–	11,547	8,153	5,412
Balance - surplus (shortfall)	(6,438)	1,343	3,655	2,740	6,155	6,155	–	1,309	2,324	15,988
Asset management										
Asset register summary (WDV)	–	304	320	–	–	–	–	–	–	–
Depreciation & asset impairment	1,673	2,706	3,324	1,824	2,824	2,824	3,270	3,270	3,760	4,512
Repairs and Maintenance	1,673	1,997	3,324	589	659	659	1,317	1,317	1,277	1,703
Free services										
Revenue cost of free services provided	–	–	–	18,543	–	–	–	–	–	–
Households below minimum service level										
Refuse:	–	–	–	28	–	–	–	–	–	–

Description	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Financial Performance										
Property rates	–	912	2,363	4,021	8,100	8,100	8,100	9,022	9,924	10,618
Service charges	195	3,101	2,831	5,157	3,523	3,523	3,523	3,607	3,863	4,134
Investment revenue	724	1,149	729	1,450	890	890	890	1,550	1,663	1,779
Transfers recognised - operational	37,173	44,408	50,693	57,379	57,592	57,592	57,592	68,362	87,130	88,952
Other own revenue	2,886	3,472	2,914	4,168	5,708	5,708	5,708	7,451	8,229	8,805
Total Revenue (excluding capital transfers and contributions)	40,978	53,042	59,531	72,176	75,814	75,814	75,814	89,992	110,809	114,289
Employee costs	19,288	23,203	27,311	32,786	31,718	31,718	31,718	34,683	37,672	40,309
Remuneration of councillors	5,737	6,097	7,011	7,357	7,807	7,807	7,807	8,102	8,501	8,669
Depreciation & asset impairment	2,706	2,943	4,080	3,270	3,270	3,270	3,270	4,000	4,512	4,828
Finance charges	31	23	12	89	89	89	89	93	100	107
Materials and bulk purchases	1,038	1,430	1,291	1,500	1,500	1,500	1,500	1,700	1,870	2,001
Transfers and grants	–	–	–	–	–	–	–	–	–	–
Other expenditure	12,806	17,722	26,120	32,097	35,426	35,426	35,426	38,895	46,554	49,876
Total Expenditure	41,606	51,417	65,825	77,099	79,810	79,810	79,810	87,473	99,210	105,790
Surplus/(Deficit)	(628)	1,624	(6,294)	(4,923)	(3,997)	(3,997)	(3,997)	2,519	11,600	8,499
Transfers recognised - capital	15,553	11,010	15,382	19,042	26,873	26,873	26,873	20,532	21,351	22,196
Contributions recognised - capital & contributed assets	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	14,925	12,635	9,088	14,119	22,876	22,876	22,876	23,052	32,951	30,695
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	14,925	12,635	9,088	14,119	22,876	22,876	22,876	23,052	32,951	30,695
Capital expenditure & funds sources										
Capital expenditure	18,616	12,603	22,133	23,867	31,536	31,536	31,536	24,448	31,955	28,965
Transfers recognised - capital	16,935	12,138	17,910	19,042	26,873	26,873	26,873	20,532	21,351	22,196
Public contributions & donations	–	–	–	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	1,681	465	4,222	4,825	4,663	4,663	4,663	3,916	10,604	6,769
Total sources of capital funds	18,616	12,603	22,133	23,867	31,536	31,536	31,536	24,448	31,955	28,965

Description R thousands	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Financial position										
Total current assets	10,771	19,317	20,425	13,488	18,156	18,156	18,156	12,159	15,728	14,920
Total non current assets	61,875	83,875	92,849	126,900	117,285	117,285	117,285	138,639	155,066	175,412
Total current liabilities	7,142	11,700	13,117	12,185	5,072	5,072	5,072	7,714	5,536	4,823
Total non current liabilities	353	327	424	3,918	4,781	4,781	4,781	2,101	3,308	3,326
Community wealth/Equity	65,152	91,166	99,733	124,285	125,589	125,589	125,589	140,983	161,950	182,182
Cash flows										
Net cash from (used) operating	16,091	16,833	18,262	19,287	16,164	16,164	16,164	23,184	22,399	26,454
Net cash from (used) investing	(18,528)	(11,382)	(16,336)	(24,137)	(20,710)	(20,710)	(20,710)	(23,226)	(27,162)	(26,068)
Net cash from (used) financing	141	(58)	(75)	(218)	(95)	(95)	(95)	(229)	(276)	(326)
Cash/cash equivalents at the year end	8,739	14,132	15,983	9,064	7,795	7,795	7,795	7,524	2,485	2,545
Cash backing/surplus reconciliation										
Cash and investments available	8,739	14,132	15,983	12,856	12,856	12,856	12,856	8,772	12,813	11,426
Application of cash and investments	5,322	10,477	12,040	11,547	3,778	3,778	3,778	6,540	3,909	1,899
Balance - surplus (shortfall)	3,417	3,655	3,943	1,309	9,078	9,078	9,078	2,232	8,904	9,527
Asset management										
Asset register summary (WDV)		304	320	–	280	280	280	176	180	180
Depreciation & asset impairment	2,706	2,943	4,080	3,270	3,270	3,270	3,270	4,000	4,512	4,828
Renewal of Existing Assets	–	–	–	–	–	–	–	–	–	–
Repairs and Maintenance	449	644	869	1,317	1,188	1,188	1,188	1,522	1,800	1,954
Free services										
Cost of Free Basic Services provided	–	–	–	–	–	–	–	91	98	104
Revenue cost of free services provided	–	–	–	–	–	–	–	–	–	–
Households below minimum service level										
Water:	–	–	–	–	–	–	–	–	–	–
Sanitation/sewerage:	–	–	–	–	–	–	–	–	–	–
Energy:	–	–	–	–	–	–	–	–	–	–
Refuse:	–	–	–	28	28	28	28	28	28	28

The above budget was aligned with the IDP which makes it practical to implement. All the key processes were followed in compiling the above budget in line with the municipal process plan. The FTM uses the Municipal Budget Reporting and Regulation issued by the Treasury in preparation of its budget and all relevant key legislative municipal finance frameworks. Furthermore, the above budget is funded which means that all the activities or projects will be executed without any shortage of funds or potential budget implementation deficit.

2.7. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

As a concrete example of good governance and public participation, Community Development Workers (CDWs) have been appointed and ward committees have been established to serve as interface (link/conduits) between the Municipality and the community as regards service delivery. In terms of traditional leaders, there exists the Magoshi Forum. However, as delineated in the spatial analysis, the main issue (challenge) with the traditional authorities in the Municipality is that residential development is currently taking place in an uncoordinated and chaotic manner in the area. This is largely because there is inadequate coordination between the Municipality, the traditional authorities and provincial Department of Co-operative Governance, Human Settlement and Traditional Affairs (COGHSTA). The functions for site demarcation and allocation remain vested with the traditional authorities and provincial Department of Co-operative Governance, Human Settlement and Traditional Affairs (COGHSTA) respectively. In reality, however, traditional authorities within Fetakgomo continue to perform both functions, often with resultant catastrophic effects. The land issue within Fetakgomo is of critical importance because of the extent of traditional /tribal ownership.

Fetakgomo Local Municipality Stakeholder Relations

Due to inadequate Stakeholder analysis (and engagement), the FTM observed delayed or unsuccessful implementation of developmental projects over the last couple of years. It is recognised that, if unattended, this tends to result in lack of co-operation on activities and eventual loss of confidence in municipal government.

Stakeholder	Description	Challenges/Risk
Fetakgomo Local Municipal Council (FTM)	<p>Prepare process plan for IDP Revision</p> <p>Undertake the overall management, coordination and monitoring of the process as well as the drafting of the local IDP</p> <p>Approve IDP within the agreed framework</p> <p>Submit necessary documentation on each phase of the IDP to the District</p> <p>Ensure participatory planning that is strategic and implementation oriented</p>	<p>-Non-adherence to SES(Stakeholder Engagement Strategy) during projects implementation</p> <p>-Limited powers and functions</p>
SDM	<p>Compile IDP framework for whole district</p> <p>Ensure alignment of IDPs in the District</p> <p>Prepare joint strategy workshops with local municipalities, provincial & national role players & other subject matter specialists.</p>	<p>-Not honoring commitments in the IDP (i.e.sewer system)</p> <p>-Mismatch between SDM projects and FTM priority areas</p>
Office of the Premier (OTP)	<p>Ensure Medium Term Frameworks and Strategic Plans of Provincial Sector Departments consider IDPs</p> <p>Support and monitor COGHSTA alignment responsibilities</p> <p>Intervene where there is a performance problem of provincial departments</p> <p>Investigates issues of non-performance of provincial government as may be submitted by any municipality</p>	<p>Inadequate monitoring of sector departmental participation in the IDP/Budget processes.</p>
COGHSTA	<p>Ensure horizontal alignment of IDPs of various municipalities</p> <p>Ensure vertical/sector alignment between provincial sector departments/provincial strategic plans and IDP process at local level</p> <p>Ensure alignment between provincial departments and designated parastatals</p>	<p>Likely delays in issuing the results of IDDP/Budget Assesment.</p>
Sector Departments (service authority)	<p>Identify an IDP Coordinator in the Sector Department (a consistent, knowledgeable person and responsible for all IDP related issues in the Department)</p> <p>Contribute technical knowledge, ideas and sector expertise to the formulation of municipal strategies, projects and sector plans</p> <p>Actively participate in the various Task Teams established for IDP process</p> <p>Provide departmental operational and capital budgetary information</p>	<p>-Inadequate participation in the IDP processes</p> <p>-Implementation of projects not listed in the IDP/Budget</p> <p>- No progress reports on implementation of projects</p>
IGR structures (Fetakgomo IGR Forum, IDP Rep Forum, IDP Managers' Forum, PDPF, DDPF)	<p>Provide dialogue between sectors for holistic infrastructure development</p> <p>Promote inter-governmental dialogue to agree on shared priorities & interventions</p>	<p>- Ineffective DDPF</p> <p>-Inadequate sector department participation in IDP Rep-Forum</p>
LEDET(regulatory)	<p>Providing advice on environmental, economic development and trading issues.</p>	<p>Delayed response to environmental problem at Bopedi complex</p>
Department Mineral and Energy	<p>Provide support in monitoring implementation of social labour plans of the Mining house/</p>	<p>Inadequate participation in the IDP/Budget process.</p>
Treasury (regulatory)	<p>Provide support to ensure that FTM complies with MFMA and relevant regulation.</p>	<p>Inadequate responses to issues at a provincial level due to Administration.</p>

Traditional leaders	Interest groups such as Magoshi, CBOs, NGOs, may be involved in the local IDP Representative Forum. Aim is to	-Some of service providers approaches the Traditional Authority directly for development not informing the municipality.
Private/Business Sector	Submit their projects in the IDP of the municipality Provide information on the opportunities that the communities may have in their industry	Non-submission of the projects
Mining House	Corporate social responsibility/investment through SLPs	-Low investments compared to profit made. -plethora of conflicts in the communities(proximity of mines)
Service providers	To be contracted to provide specified services	-counter-party risks such as slow performance (non-adherence to timeframes)
Civil society (CBOs, NGOs, Organisations for youth, women and people with disability, tertiary and research institutions)	Inform and consult various interests of the community	Not enough resources are available to meet needs of all interests groups
Communities	Identify and prioritise needs Discuss and comment on the draft IDP review Monitor performance in the implementation of the IDP Participate in the IDP Representative Forum	Out-migration due to rural orientation of FTM.
Ward Committees	Articulate the community needs Participate in the community consultation meetings Help in the collection of the needed data/research	-Delays in submitting community needs -Conflicts with CDW's
Community Development Workers	Help in the generation of the required data, thereby providing requisite support to Ward Committees	-Delays in submitting needs -Conflicts with ward committees
Political Parties	Provide inputs	Conflicts among political parties
Media	Inform the public on the municipal activities and Municipal Marketing.	Sensational nature of media.
Newsletter	A wide municipal newsletter has been initiated called "Modiredi" contribute to the success of reaching the community	Delayed production/distribution of the newsletter
Residents	Beneficiaries	Out-migration due to low job opportunities
Visitors	End users	Long ques in quest for Learner's licences and driver's lincences

The Municipality is generally doing well with regard to stakeholder relations and customer care as the municipality had not experience any social protests.

From a good governance and public participation point of view it is worth-mentioning that the FTM has Fraud Prevention Strategy which includes Fraud and Corruption Prevention Plan, Internal Audit Charter (C99/08), Audit Committee Charter (C98/08), Internal Audit Unit as well as Audit Committee and Risk Committee. At present the Risk Management Framework which includes Risk Management Policy framework exists. The above seek to address a plethora of audit, anti-corruption and risk management challenges, just to mention a few – insufficient capacity to evaluate and review all identified risks in the risk register, lack of risk management specialist(s)

due to financial impediments, lack of own anti-fraud and corruption hotline etc. Financial factor is also responsible for the latter, thereby making the FTM to rely on other government's spheres services such as the presidential and Premier hotline.

Deserving articulation are the needs of the **youth** who represents +/- 48.6% of the population, women who constitute 54 % of the population as well as the people with disability represent about 4% of the population. Youth, women and people with disabilities have generally a broad range of interrelated needs which therefore must be addressed in a holistic and integrated manner. The Fetakgomo Youth Development Policy Framework identifies six major challenges as the ones that most acutely face the youth, viz, **lack of career guidance, lack of skills and training, unavailability or inaccessibility of financial support for skills development, unavailability of schools for people with disabilities, HIV/AIDS and teenage pregnancy.**

Another research (SAPS, 2010) reveals that drug abuse is a source of challenge for Y generation. Drug-related crime within the FTM rose by 18%, from 112 in 2008/9 to 136 in 2009/10. As stressed by the NYDA (National Youth Development Agency) integration and mainstreaming of youth issues in the IDP is profoundly important. As at the third quarter of the 2013/14 financial year, cumulative data pointed to **523** youth being employed through LED initiatives out of total **1377**.

Recent survey shows that teenage pregnancy has, nationally, reached an alarming figure. It is also a significant problem in Fetakgomo. One in three girls has fallen pregnant before the age of twenty and nearly 74 per cent of those becoming pregnant are between the ages of 14 and 19 leave school (Lewis, 2009:30). As one of the designated groups, the **needs of women range from health care, employment, basic services such as water, electricity** etc (integration of gender issues in the IDP is significant). The considerable proportion/representation of women, **36% (i.e 9 out 25 seats)** in the Council is indicative of a substantial progress towards gender transformation. Of over 40 co-operatives within Fetakgomo, majority are women cooperatives. Data in the LED unit point to several cooperatives being led by women within Fetakgomo. Data released at the end of the third quarter of the 2012/13 financial year showed that significant proportion of those employed is women (**1188**) while at least about 6 people with disabilities were reported to be employed as result of the LED initiatives. As a focus group, specific **needs of people with disabilities** education (incl. braille translation of documents), disability friendly/accessible buildings, basic services such as water electricity etc. Integration of needs of people with disabilities is underlined in the IDP. In short, all these focus groups need decent education, work, health care, sustainable livelihood, social security, safety, recreational facilities and so forth. The next section offers in-depth analysis of social aspects which impact on these focus groups, viz, education, health (including HIV/AIDS), social development, safety and security and sports.

2.8. SOCIAL ANALYSIS

2.8.1. Education

Table 34 table below features the number of crèches and their names per ward.

Table 34: Crèches

Ward	Number of crèches	Circuit	Name of crèches	No of learners	
				Female	Male
01	06	Mohlaletse	Lehlabile	05	03
		Mohlaletse	Morotong	10	05
		Mohlaletse	Moshele	07	08
		Mohlatatse	Sebatane	19	20
		Mohlatatse	Motlogele	10	06
		Mohlatatse	Sekgale	22	18
02	6	Lepellane	Fahlogang Crèche	16	14
		Lepellane	Leboge Crèche / Mapuwe	27	34
		Lepelleane	Moshiane Crèche	06	20
		Lepellane	Bophelong Day Care Crèche	36	58
		Lepellane	Selemagae Crèche	34	37
		Lepellane	Mmamohlatlo Crèche	41	43
03	3	Mohlaletse	Ramosedi good hope	17	12
		Mohlaletse	Makola crèche	09	10
		Mohlatatse	Baaja	09	09
04	1	Mohlatatse	Alliance Crèche	25	23
05	4	Mohlatatse	Ditlokwe	36	44
		Mohlaletse	Moroamoche / Tubatsana	12	04
		Mashung	Seeng	17	06
		Mashung	Makgabutle	17	19
06	4	Mashung	Shalom	49	44
		Mashung	Ramatlakane	46	36

Ward	Number of crèches	Circuit	Name of crèches	No of learners	
				Female	Male
07	3	Mashung	Nareadi	07	03
		Mashung	Phukubjane	19	15
		Seotlong	Matlebjane	09	06
		Mashung	Modipadi	50	29
		Mashung	Masupsane	10	15
		Mashung	Legopane Dropping Centre & Day Care	62	43
		Apel	Mashilo	07	03
08	9	Strydkraal A	Mologadi	44	30
		Mohlaletse	Makgale	50	48
		Seotlong	Kgomaretsane	08	02
		Mashung	Mmakhupe	14	15
		Mashung	Mamasegare	24	24
		Seotlong	Mapato	37	34
		Seotlong	Modipadi	21	10
		Seotlong	Nkoana	10	15
			Hunadi	45	15
09	7		Matlama	08	03
		Seotlong	Makgathe	19	10
		Seotlong	Mathetje	08	06
		Seotlong	Rangoato	10	09
		Magakala	Ngoaketse	28	20
		Seotlong	Phasha Monare	08	04
		Seotlong	Mpepedi	25	15
10	4	Seotlong	Kwano	34	20
		Magakala	Malope	34	20
		Magakala	Ebenezar	18	12
		Magakala	Difera	14	07

Ward	Number of crèches	Circuit	Name of crèches	No of learners	
				Female	Male
		Magakala	Nareadi	12	06
11	7	Seotlong	Matleke	19	15
		Magakala	Komana	21	10
		Magakala	Mashuthe	14	08
		Seotlong	Tshelong	16	06
		Seotlong	Ngwanakutu	46	20
		Seotlong	Kopanong	29	20
		Magakala/Seotlong	Nkwane	20	14
12	4	Seotlong	Maloke	45	15
		Seotlong	Mashilo	14	16
		Seotlong	Maribishi	10	12
		Seotlong	Segabeng	47	40
13	9	Magakala	Ratanang	22	20
		Magakala	Ditholang	06	04
		Magakala	Mapudi	10	06
		Magakala	Maphiri	07	03
		Magakala	Magapatona	30	20
		Magakala	Lebelo	10	07
		Magaka	Sekgweng	12	08
		Magakala	Mametse	16	11
		Magakala	Lekalakala	11	07
Total	67			20	16
				1530	1190

Source: Fetakgomo Local Municipality 2012

The table above estimates that there are about 67 crèches. Crèches are usually attended by children aged 0-4. Crèches are important foundational institutions for child's development. They should not be downplayed. They give children a head start in numeracy and literacy. There exists a need for these institutions to note the population segment aged 0-4 shown in the previous section(s) of this chapter. This segment constitutes nearly twelve percent of the total population.

Table 36 is concerned with the Adult Basic Education and Training (ABET)

Table 36 ABET schools

Ward	Number of ABET schools	ABET School (location)	No of learners	
			Female	Male
01	3	Mankopodi Abet Centre	54	01
		Moletse Abet Centre	49	07
		Seroka Abet Centre	57	05
02	2	Mphanama Abet Centre	45	02
		Dithotwaneng Abet Centre	60	06
03	3	Moshiane Abet Centre	46	04
		Mashilabele Abet Centre	39	01
		Maebe Abet Centre	45	03
04	1	Tlounare Abet Centre	48	-
05	2	Makgabutle	-	-
		Moroamoche	-	-
06	3	Tlakale Abet Centre	18	02
		Jacob Marwale Abet Centre	39	06
		Mankopane Abet Centre	-	-
07	2	Nkotsane Abet Centre	24	03
		St Teresa Abet Centre	27	06
08	4	Nkwana Abet Centre	50	04
		Maisela Abet Centre	-	-
		Kgwedi Abet Centre	51	04
		Tsweele Abet Centre	52	06
		Maphotle Abet Centre	32	-
09	4	Modimolle Abet Centre	31	02
		India Abet Centre	27	02
		Mafene Abet Centre	-	-

Ward	Number of ABET schools	ABET School (location)	No of learners	
			Female	Male
		Mahudu Abet Centre	22	-
10	2	Selepe Abet Centre	30	10
		Manotwane Abet Centre	-	-
11	2	Makgalanoto	33	10
		Tswereng	34	01
12	2	Mafise Abet Centre	-	-
		Bogatladi Abet Centre	14	12
13	3	Matianyane Abet Centre	24	10
		Manametse Abet Centre	17	06
		Nyaku Abet centre	-	-
Total	32		1022	112

Source: Fetakgomo Local Municipality, 2012

There are about 32 ABET schools. As part of lifelong learning, ABET schools are essential. Illiteracy is an indicator of vulnerability. With these ABET schools; it is thought that the citizenry will be extricated from vulnerability. The target is that everyone should be completely liberated from illiteracy by 2014.

Table 37: Primary Schools

Ward	Name of school	No of classrooms	Source of water	Electricity	Ablution facilities	Admin block	No of learners		No of educators	
							Female	Male	Female	Male
01	Seroka	18	Borehole	Yes	4 Below RDP std	Yes	260	281	10	03
	Matleu	14	Borehole	Yes	2 RDP standard (for educators only)	No	113	124	05	03
	Moletse	19	Borehole	Yes	4 Below RDP	No	105	103	06	01
	Masehleng	10	Borehole	Yes	3 Below RDP	No	77	82	06	01
	Mankopodi	10	Borehole	Yes	3 Below RDP	No	55	59	02	02
02	Mabowe	16	Borehole	Yes	6 VIP toilets	Yes	69	82	09	07
	Modipadi	18	Borehole	Yes	8 VIP toilet	No	324	380	14	06
	Mphanama	18	Borehole	Yes	Below RDP	No	281	312	11	08
03	Moshiane	16	Borehole	Yes	6 RDP std	No	115	157	07	02
	Maebe	14	Borehole	Yes	3 Pit toilets, below RDP	No	273	320	12	06
04	Pakeng	06	Tap	Yes	8 Below RDP		98	92	04	02
	Radimmela	15	Tap	Yes	4 Below RDP		127	163	07	03
	Mmotong	6	Tap	Yes	2 below RDP		58	41	02	04
	Phepane	12	Tap	Yes	6 VIP 6 below RDP		178	192	06	02
	Maphuthe	11	Borehole	Yes	Yes		163	182	11	01
05	Lerajane	12	Water scheme	Yes	2 VIP 2 below RDP	No	172	199	09	04
	Moroamoche	9	Boreholes & Water scheme	Yes	2 below RDP	No	55	87	05	01

Ward	Name of school	No of classrooms	Source of water	Electricity	Ablution facilities	Admin block	No of learners		No of educators	
							Female	Male	Female	Male
	Mampuru thulare	10	Borehole	Yes	2 RDP std	No	76	87	03	01
	Leganabatho	7	Borehole	Yes	4 Below RDP	No	115	117	06	01
	Maisela	11	Borehole	Yes	2 below RDP	No	60	72	04	03
	Tsweele	12	Borehole	Yes	2 below RDP	No	76	94	04	02
	Tseke	11	Borehole	Yes	8 VIP	Yes	167	141	08	03
06	Mankopane	10	Tab/borehole	Yes	3 below RDP	Yes	253	308	10	03
	Jacob Marwale	18	Tap	Yes	6 VIP	No	265	241	11	06
	Tlakale	12	No	Yes	3 VIP	Yes	238	229	07	04
	Phukubjane	4	Tankering	Yes	2 VIP 2 Below RDP	Yes	42	35	03	0
07	Moloke	09	Bulk	Yes	Yes	Yes	445	424	16	05
	Thobehle	11	Borehole	Yes	6 below RDP	No	62	68	04	01
	Moenyane	16	Borehole	Yes	Yes	No	162	153	06	04
	Strydkraal	12	Borehole	Yes	8 VIP 2 Below RDP	No	112	128	05	04
	Nkotsane	12	Bulk	Yes	Yes	No	214	193	07	03
08	Kgoedi	8	Borehole	Yes	5 below RDP	No	72	65	05	01
	Nkoana	10	Bulk	Yes	4 RDP std	No	102	93	07	02
	Maphotle	08	Bulk	Yes	4 RDP std	Yes	100	131	06	02
09	India	14	Bulk	Yes	VIP	No	133	156	06	03

Ward	Name of school	No of classrooms	Source of water	Electricity	Ablution facilities	Admin block	No of learners		No of educators	
							Female	Male	Female	Male
	Mafene	07	Bulk	Yes	9 Below RDP	No	48	37	05	0
	Mahudu	10	Bore hole	Yes	2 below RDP	No	60	75	-	07
	Modimollell	07	Bulk	Yes	3 Below RD	No	83	73	04	01
	Phoko	07	Bulk	Yes	3 Below RDP	No	142	118	07	01
	Mphaaneng	09	Bulk	Yes	6 Below	No	62	53	02	01
	Pelangwe	06	Bulk	Yes	No	No	127	109	07	01
10	Manotoane	8	Tap	Yes	2 RDP std	Yes	120	100	05	02
	Selepe	15	Borehole	Yes	2 RDP std	Yes	129	138	05	03
	Mamokgalake	11	Borehole & tank	Yes	2 Below RDP	No	230	241	11	02
	Sejadipudi	3	Tap	Yes	No	No	79	90	09	02
11	Malegase	11	Borehole	Yes	8 RDP std	No	94	87	04	03
	Tswereng	7	Tanks	Yes	RDP std	No	108	111	08	01
	Motsatsana	11	Borehole	Yes	6 Below RDP	No	57	58	01	02
	Mokgalanoto	18	Borehole	Yes	Yes	No	321	338	12	05
	Ramoko	8	Borehole	Yes	8 RDP std	No	106	91	02	03
	Kgagudi	11	Borehole	Yes	8 RDP	No	144	166	04	03
	Manku	20	Borehole	Yes	12 RDP	No	132	146	06	01
12	Mafise	11	Borehole	Yes	2 Below RDP std	No	100	100	04	03

Ward	Name of school	No of classrooms	Source of water	Electricity	Ablution facilities	Admin block	No of learners		No of educators	
							Female	Male	Female	Male
	Bogalatladi	14	Borehole	Yes	4 Below RDP	Yes	361	346	09	06
	Motsepe	14, classroom shortage	Tankering	Yes	2 RDP std 6 Below RDP	Yes (but small)	354	397	09	07
	Atokia	7	Borehole	Yes	Yes VIP	Yes	141	103	12	02
13	Kwano	9	Borehole (Diesel pump)	Yes	8 Below RDP	No	46	45	03	01
	Monametse	12	Borehole	Yes	8 VIP	Yes	201	120	11	03
	Matianyane	16	Borehole (Diesel pump)	Yes	4 RDP std	No	240	234	08	08
	Mogale	12	Electricity (Motta)	Yes	7 below	No	143	141	06	02
	Lebelo	03	No water	Yes	1 below RDP	No	32	38	04	-
Total	62	705	2 (No)	61 (Yes) 1 (waiting switch on)	02(No)	43 (No)	8877	9146	402	174

Source: Fetakgomo Local Municipality, 2013.

62 Primary schools are estimated by the table. There is a need for a construction of primary school at Ward 11 because Tswereng is reported to be dilapidated. An alternative option is to upgrade the latter. About 3,2% (2) of the primary schools, Tlakale at Ward 6 and Lebelo at Ward 13 report severe water backlogs. Target was to have all schools having access to water and sanitation by 2007. One school is not energised, namely Tswereng Primary School (W11) is awaiting switch on by ESKOM. Ablution facilities are required for 2 schools, Sejadipudi at Ward 10, Tswereng at Ward 11 and Pelangwe at ward 9 lack ablution facilities. The target was to have all schools having access to sanitation by 2007. The achievement recorded thus far is slightly below the target. The quality of these facilities appears to be an issue e.g most ablution facilities are below RDP standard. About 84% (52) of the primary schools do not have Admin Block.

Table 38: Secondary Schools

Ward	Name of school	No of classrooms	Source of water	Electricity	Ablution facilities	Admin block	No of learners		No of educators	
							Female	Male	Female	Male
01	Dinakanyana	15	Borehole	Yes	4 RDP std	Yes	140	161	09	02
	Peu	12	Stand pipe	No	2 below RDP	No	75	94	02	04
	Mokhine	13	Borehole	Yes	5 RDP std 3 below std	No	261	269	08	12
02	Dithothwaneng	21	Borehole	Yes	VIP	No	305	322	12	13
	Makelepeng	11	No	Yes	8 VIP std	No	125	148	05	07
03	Thete	16	Borehole	Yes	2 below RDP	No	77	82	03	07
	Mohlaletse	10	Bulk	Yes	2 RDP std 3 Below std	No	170	171	07	09
04	Telelo	7	Tap	Yes	Yes	No	37	41	04	04
	Mohwaduba	9	Tap	Yes	No	No	87	85	06	02
	Tlou-Nare	23	Tap	Yes	4 below std 2 RDP std	Yes	312	243	18	04
05	Fetakgomo	25	Water scheme	Yes	6 VIP std	Yes	478	425	09	16
	St. Peters	8	No	Yes	2 below std	No	146	126	01	06
	Phuthakwe	11	Tap	Yes	3 below std	No	160	177	11	07
	Mafoufale	8	Borehole	Yes	6 Below RDP	No	51	48	03	04
06	Ngwanamala	17	Tap	Yes	2 RDP std	No	208	295	10	12
	Hans Komane	9	Tab	Yes	4 Below RDP	No	89	93	08	03
	Mokhulwane	10	Tap	Yes	2 VIP std 3 Below std	Yes	109	128	07	07

Ward	Name of school	No of classrooms	Source of water	Electricity	Ablution facilities	Admin block	No of learners		No of educators	
							Female	Male	Female	Male
07	Moretlwe	7	Borehole	Yes	2 Below RDP	No	63	53	02	03
	Madithame	22	Bulk	Yes	Yes	No	126	164	11	11
	Makopole	18	Borehole	Yes	No	No	75	88	07	02
	Modipa	28	Borehole	Yes	Yes	Yes	144	135	06	07
	Moloke	16	Bulk	Yes	Yes	Yes	1022	205	16	04
	Hlabirwa Sec	06	Tab	Yes	12 Below std	No	202	156	04	02
08	Nakamakgomo	8	Water scheme	Yes	2 Below RDP	No	28	45	02	01
	Morokalebole	12	Bulk	Yes	8 Below RDP	Yes	117	154	07	04
	Frank Mashile	12	Bulk	Yes	6 RDP std	Yes	269	215	05	14
09	Mohlotlwane	6	Bulk	Yes	2 Below RDP 1 VIP std	No	43	60	02	05
	Phuthitlou	9	Bulk	Yes	No	Yes	67	71	-	07
	Monare	9	Bulk	Yes	5 Below RDP	No	08	17	04	02
	Selebalo	9	Bulk	Yes	6 Below RDP	No	99	100	03	05
10	Lefakgomo	19	Stand pipe	Yes	Yes	Yes	437	418	18	14
	Tlou Phuti	10	Tap	Yes	4 RDP std	No	190	196	06	09
11	Serole Tshidi	8	No	Yes	4 RDP std	No	30	50	02	02
	Modiadie	7	Reservoir	Yes	4 RDP Std	No	51	83	03	04
	Selatole	12	Borehole	Yes	Yes	Yes	211	185	08	06

Ward	Name of school	No of classrooms	Source of water	Electricity	Ablution facilities	Admin block	No of learners		No of educators	
							Female	Male	Female	Male
	Poo	15	Borehole	Yes	8 RDP std	No	484	407	10	12
12	Serokolo	12	Borehole	Yes	8 RDP std	Yes	284	294	11	05
	Potlake	12	Borehole	Yes	8 RDP std	Yes	203	227	08	06
13	Mmalengine	7	Borehole	Yes	7 below RDP std	Yes	95	109	02	07
	Nyaku	12	Borehole (hand pumb)	Yes	12 Below RDP	Yes	130	122	04	04
	Moroaswi	14	No	Yes	No	No	165	180	09	07
Total	41	515	4 (No)	1 (No),1 (awaiting switch on)	4 (No)	27 (No)	7373	6642	273	262

Source: Fetakgomo Local Municipality, 2013.

Results of quantitative research demonstrate that there are 41 Secondary Schools within Fetakgomo. There is expressed view and need for a **secondary school** at Ward 1 especially for the people of Mashilabele.

7 (17%) of the secondary schools report water problems, namely, Mohlaetse at Ward 1, Dithotwaneng, Makelepeng at Ward 2, St Peters at Ward 5, Serole Tshidi, Modiadie at Ward 11 and Moroaswi at Ward 13. 2 schools lack electricity - Peu at Ward 3, Modiadie at Ward 11 awaiting switch on. 4 schools lack ablution facilities - Mohwaduba at Ward 4, Mokopole at Ward 7 and Moroaswi school at Ward 13. As previously indicated the target was to ensure that all schools have access to sanitation by 2007. A sizeable number of schools, about 26 (63,4%) do not have Admin block. Although it is not explicitly reflected in the table, this study is struck by the existence of computer literacy at Serokolo High which helps community with computer skills at Ward 12. The main challenge for these institutions is to raise educational levels of our population which is found to be very low. Education must contribute towards alleviating unemployment and eradicate illiteracy which are indicators of vulnerability.

Table 39: Schools Needing Extension of Blocks, Renovation / Upgrading and Construction (New)

Ward	Construction of new school(s)	Schools needing renovation / upgrading	Schools needing extension of blocks
01	Primary School at Ga-Matlou, Primary School at Tswereng (Malekaskraal)	Monkopodi Primary School	Masehleng Primary School
		Mokhine Secondary School & Peu Secondary School	
02	Primary School at Sepakapakeng	Mphanama Primary School	Mphanama Primary School
	Primary School at Ga-Matebana		Modipadi Primary School
	Secondary School at Magagamatala	Makelepeng Secondary School	Makelepeng Secondary School
03	Primary at Shubushubung	Moshiane Primary School	Maebe primary School
04	Secondary School at Mashilabele	Radimmela Primary School	Mmotong Primary School
		Mmotong Primary Schools	Mohwaduba Secondary
		Telelo Sec. School	Radimmela Primary
		Mohwaduba Secondary School	Telelo Secondary School
05	Relocation of Primary School (Mampuru-Thulare) to Malaeneng/Sekateng, new school is completed.	Tsweele Primary School	Mafoufale Secondary School
		Moroamoche Primary School	Phuthakwe Secondary School
		Leganabatho Primary School	
		Maisela Primary School,	
		Phuthakwe Secondary School	
		Mafoufale Secondary School	
06	Primary School at Ditlokwe/Mabopo	Ngwanamala Secondary School	Jacob Marwale Primary School
		Hans Komane Secondary School	
07	Primary School at Mashung (Apel)	Nkotsane Primary School	Moloke Combined School
		Moenyane Primary School	Phukubjane Primary School
		Strydkraal B Primary School	Nkotsane Primary School
		Thobehlale School	Moenyane Primary School
		Modipa Agricultural School	Strydkraal B Primary School
		Phukubjane	
		Moretlyse	
		Madithame Secondary School	Moretlwe Secondary School
		Makopole Secondary School	Madithame Secondary School
			Makopole Secondary School
08	Mashung Primary needed next to Frank Mashile	Morokalebole Secondary School	Frank Mashile Secondary School
		Nakamakgomo	Nakamakgomo Secondary School
09	Primary School at Mmaseane	Mphaaneng Primary School	Mahudu Primary School
		Phuti Tlou Secondary School	Mafene Primary School
	Secondary School at Maruping		Monare Secondary School
			Selebalo Secondary School
			Mohlotlwane Sec. School

Ward	Construction of new school(s)	Schools needing renovation / upgrading	Schools needing extension of blocks
			Phoko P.School
10	Secondary School at Mogabane (will also cater Ward 09 learners)	Sejadipudi Primary School	Mamokgalake Primary School Tlou-phuthi Secondary School
11	Primary School at Makgalanoto Ga-Phasha ward 11, Malaeng	Selatole High School Malegase Prim, School Serole Tshidi Sec.School Mampa Primary School Mampa Secondary School	Modiadie Secondary School Serole Tshidi sec. school
12	N/A	Motsepe Primary School Serokolo Secondary School Potlake Secondary School	Mafise Primary School Motsepe Primary School
13	N/A	Kwano Primary School Lebelo Primary School Matienyane Primary Schools Malengine Sec School	Matienyane Primary School
Total	12 (8 Primary and 4 Secondary Schools)	32 (19 Primary & 13 Secondary Schools)	29 (15 Primary, 13 Secondary and 1 combined School)

Source: Fetakgomo Local Municipality, 2013.

Reports at the disposal of the Municipality show that **Tsweele Primary School** at **Ward 05** is a worst case scenario and thus requires an urgent attention as regards renovation/upgrading. About 12 new schools need to be constructed. 32 schools need renovation/upgrading while 29 schools need additional blocks. The backlog of the Admin Blocks at our schools is a widespread one standing at about **84%** in primary schools i.e **52** out of **62** primary schools have no Admin blocks. At secondary schools, about **63%** (**26** out of **41**) of secondary schools cry of lack of Admin Blocks. Next focus falls on the health/clinics and the related challenges.

According to the Norms and Standards (Limpopo Office of the Premier, 2012), total walking to distance to and from the school may not exceed 10 km. At primary school, the teacher learner ratio is 1 teacher:40 learners (1/40). At secondary school, the teacher learner ratio is 1 teacher: 35 learners (1/35). The total minimum size of the primary school including the sporting field is 2.8ha while the secondary school is 4.8ha. 1 library serves 10 000 households.

2.8.2. Health

Like education, health services are critical in nurturing human development and tend to have important economic spin-offs as well. According to population practitioners, countries that have invested significantly in primary health care (PHC), in particular, generally produce a healthier, and therefore more productive, workforce. There is also significant international evidence to illustrate that early investments in PHC result in less strain on the health budget (and, consequently, on social spending) in later years. IDP undertook a serious study of health services in Fetakgomo. Results of the study are portrayed in the infra table:

Table 40: Clinics

Ward	Clinic/mobile	If mobile state frequency of visit	Challenges/comments
01	1 Mobile clinics Masehleng was withdrawn	Once a week	Poor coordination. Mobile needed at Shushumela
	Mobile Clinic (Malekaskraal)	N/A	Inadequate medications
	Seroka Clinic	N/A	Building cracked. Two park homes were delivered (clinic and maternity room)
	Phahlamanoge Clinic		Inadequate medicine
02	Mphanama Clinic	N/A	Clinic is opens 24hrs but there is shortage of medication.
	Mobile Clinic	Once a week	Sometimes it does not feature
03	Mohlaletse Clinic	N/A	There is a need for mobile clinic
04	Ikageng Clinic Mobile Clinic Mashilabele	N/A Once a week	Need for mobile clinic esp. for Phageng & Radingwana sections. Estimates are that from Ikageng to stated villages is less than 5km. There is a need for mobile regularly
05	Maroteng Clinic	N/A	Lack of medication
06	Nchabeleng Clinic	N/A	Still needs to be developed/upgraded.
	Mobile clinic	Once a week	Still need a building. Regular visit is a challenge
	Nchabeleng Health Centre	N/A	The challenge is to convert the Centre into a hospital
07	Mankotsana (Apel) Clinic	N/A (Strydkraal B)	Road towards the clinic is slippery and thus inaccessible during rainy conditions. There is a need for clinic at Ga-Matlala
	Paulos Masha (Strydkraal A) Clinic	N/A	Shortage of water
08	3 Mobile clinics Clinic at Maisela Mahlabaphoko		Need a clinic
	Nkwana Clinic	N/A	Salty water
09	8 Mobile clinics	Once per week	Shortage of staff. People wait long time to get treatment. Fixed clinic is needed at around Malogeng. People travel for a long distance. India also need clinic as people travels 15 KM to the nearest clinic (Ga-Nkwana).

10	Manotwane Clinic	N/A	People travel for a long distance to the clinic. Mobile clinic is needed at Mogabane.
	Selepe Clinic	N/A	Poor state of coater supply Mobile Clinic is need at Mogabane
11	Mobile clinic	Once a week (Mondays)	Still need for a site/accommodation
	Mobile clinic	Once a week (Mondays)	Still need for a site/accommodation
	Phasha-Selatole Clinic	Mobile at Ga Mampa	People of Ga-Mampa still travel long distances for clinic. Lack of consultation rooms, staff, and also accommodation for staff
12	Motsepe Clinic (Sefateng)	N/A	N/A
	Clinic for mine (Atokia)	N/A	N/A
	Two mobile clinics (Mashikwe and Ga-Nkwenyama)	Once a week	N/A
13	6 mobile clinics	Once a week	People from Mooilyk, Monametse & Shubushung travel long distance to access mobile clinic services at Mahlabeng.

Source: Fetakgomo Local Municipality, 2013

The table supra enumerates that there are **14** clinics and **1** (one) Health Centre in the Municipality. The table points to the need for a hospital within Fetakgomo and observes that Nchabeleng Health Centre has a potential to be converted into a hospital. It has been established that Fetakgomo is the only sub-region that does not have a hospital within the Sekhukhune district. The nearest hospitals are at Lebowa kgomo (68 km from Ga-Nchabeleng Health Centre), Mecklenburg (59 km) and Jane Furse (73 km). The latter is reported to be populated with people from Fetakgomo. Previous experience revealed that some lives have been lost on the way while transporting patients to the said destination(s). About **05 fixed clinics are strongly needed for Ward 09 (Malogeng), Ward 13 (Mooilyk), Ward 11 (Ledingwe and Seokodibeng) and Ward 07 (Ga-Matlala/Mashabela)**. Priority should be given to **Ward 09 as regards clinic construction/provision**. According to the Norms and Standards (Limpopo Office of the Premier, 2012) the following a **clinic** must serve a radius of **5km**, **health centre 10km** radius and **hospital 60km** radius.

The following challenges pertain to existing 26 mobile clinic services. Sometimes mobile clinics do not feature (they do not undertake the expected visits). The most worrying example is illustrated by Ward 3 in this regard, inadequacy of this service (mobile clinic) is evidenced at Ward 8. Ward 05 is a worse case scenario where this service has been withdrawn. Mobile clinic services are generally poor and lack adequate infrastructure.

All fixed clinics, with the exceptions of Phahlamanoge, Mphanama and Mohlaletse, have access to water from boreholes and standpipes from the mainline. These clinics also have sanitation facilities of RDP standard. The supply of electricity to the facilities was also done. Also pleasing is the widespread prevalence of contraceptive measures in our clinics. No dire contraceptive deficit has been reported that far. There are also ambulance service operations. Analysis of adequacy or inadequacy of ambulance service should be the subject of robust discussion within the health fraternity. Immunisation is also generally being conducted as a preventative measure in health terms. The foregoing could help reduce common causes of death such as neo-natal mortality, cronic diseases such as diabetes, hypertension, pheumonia, arthritis etc, HIV/AIDS and so forth. As the previous chapter (demographic analysis) argued absence of hospital within the municipal

area (i.e lack of access to better medical facilities et cetera) is the major source of mortality trends in Fetakgomo.

Be that as it may, clinics are as well not exempted from the challenges. For example, Ward 2 indicates that the clinic does not operate during weekends. A long walk to reach some clinics is often cited at wards 4, 6, 11 and 12. In general terms, long queues, understaffing (e.g Phahlamanoge and Mphanama clinics), shortage of medicine, inadequate staff accommodation and old buildings that may dilapidate in the foreseeable future define some clinics. The above needs to be addressed over short, medium and long term. Assessed from a viewpoint of population science, children, older people and women (more than any other segments of the population) are catchment population of facilities such as clinics/hospitals. Health services need to be better and accessible for these and all the people in order to reduce mortality incidences and promote health status of the population. International research shows that societies with advanced health services tend to record high life expectancy.

From a population specialist's viewpoint, poor road infrastructure and inadequate public transport represent a grave concern and affect residents' access to health services.

HIV/AIDS prevalence

According to the 2006 Provincial Annual Antenatal HIV Survey, the HIV prevalence amongst pregnant women presenting at public clinics in Fetakgomo was estimated at 17,5%. The ANC (antenatal clinic) survey assesses / determines the HIV prevalence among the **first time** ANC attendees. This group is deemed particularly suitable to represent the HIV prevalence of the sexually active people in the general population. Therefore the ANC surveys are not designed to provide information on HIV prevalence in the overall population. Non-pregnant women, non-first time ANC attendees, pregnant women not attending ANC, men as well as children who have HIV infection are not included in this mathematical model, based on antenatal data. Although the model excludes ('excommunicates') the latter, it helps in a certain form and to a certain extent, to determine the HIV point prevalence within the overall population.

It is a concern, however, that the most recent available data from the ANC survey is not readily disaggregated by local municipality so that a determination can be made on whether or not Fetakgomo HIV epidemic is on the upward or downward trend. In 2007/2008, the District Health Information finds 1337 level of infection among antenatal clinic attendees. With the inclusion of non-antenatal clinic attendees (295) and children born from positive mothers (10), the total number of Fetakgomo HIV epidemic was estimated at 1642 for the year reported. This figure under-represented the mining community where HIV is speculated to be prevalently significant. Table 41 below performs a cross sectional study of Fetakgomo HIV as at September 2009.

Table 41: A cross sectional study of Fetakgomo HIV (as at September 2009):

Indicator Name	Grand total
CD4 testing rate	139.1
ART assessment referral rate	33.6
Inpatient days per registered ART patient	0.0
Scheduled dose ART regimen defaulting rate	1.3
STI treated new episode among ART patients incidence	105.9
Proportion clients HIV pre-test counselled (excluding antenatal)	9.1
HIV testing rate (excluding antenatal)	99.8
HIV prevalence among clients tested (excluding antenatal)	5.2
Proportion ARV prophylaxis among rape case	0.0
Proportion ARV prophylaxis among occupational HIV exposure case	100.0
HIV testing coverage	165.5

Source: Department of Health, September 2009

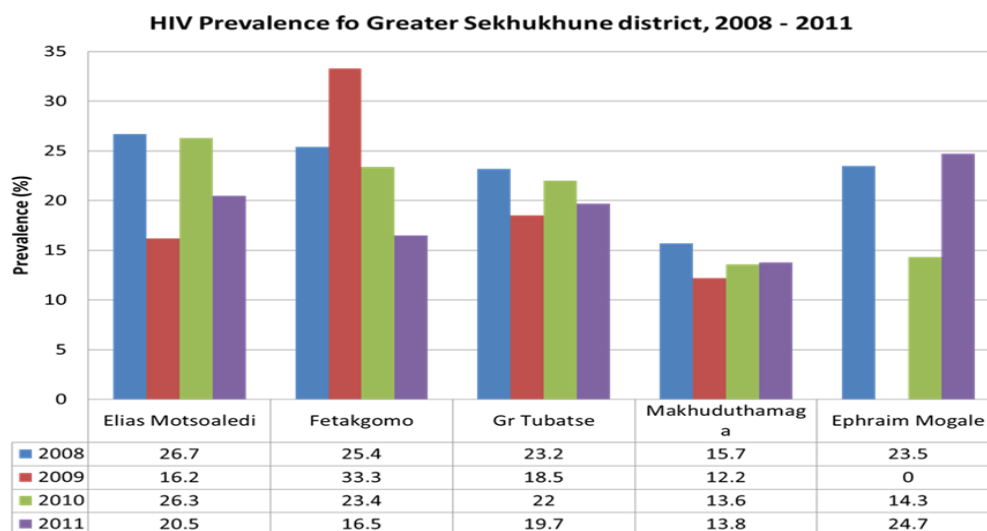
When factor analysis is done, available data evidences that several factors acting both singly and concurrently aggravate HIV/AIDS condition: reluctance to use condoms; multiple partners; crime; accelerated labour migration/increased mobility; mining community; poverty, gender inequality and orphan hood; high unemployment rate etc. Research has proven that the last, second last and other factors cited above are markedly evident in districts such as Sekhukhune which serve predominantly rural areas. Sekhukhune HIV epidemiological analysis shows a statistically significant decrease of **24%** from 21.8% in 2008 to 16.6% in 2009 while Waterberg recorded an increase of 18%. It is a substantially pleasing decline in a province where the tendency is towards an increase. Table 42 presents HIV prevalence in the province by district.

Table 42: HIV Prevalence by District in Limpopo

Limpopo	2006	2007	2008	2009	2010	2011	Analysis
Limpopo	20,6%	20,4%	20,7%	21.4%	21.9%	22.1	+0.2%
Sekhukhune	16,1%	21,3%	21,8%	16.6%	20.2%	18.9	-1.3%
Capricorn	24,2%	19,8%	21,0%	23.8%	23.7%	25.3	-1.6%
Mopani	24,7%	23,8%	25,2%	26.2%	24.9%	25.2	+0.3%
Vhembe	14,1%	15,1%	14,7%	14.3%	17%	14.6	-2.4%
Waterberg	27,5%	25,4%	23,6	28.8%	26.1%	30.3	+4.2%

Source: Department of Health (11 December, 2012)

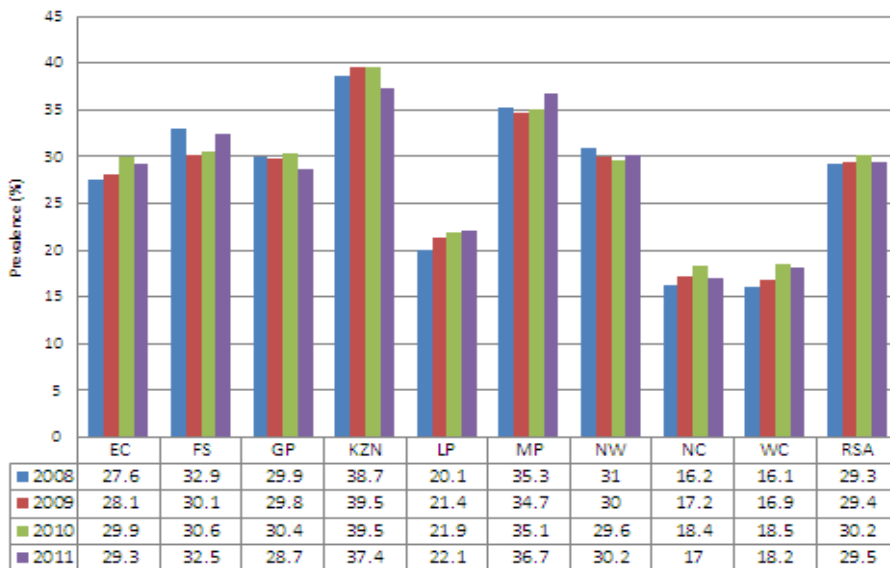
The HIV prevalence by district in Limpopo is heterogeneous. This heterogeneity is between 14,6% and 30.3%. Vhembe carries the lightest while Waterberg carries the heaviest HIV/AIDS burden as the district HIV prevalence increased significantly by 4.2%, from 26.1% in 2010 to 30.3 in 2011. It is a disturbing development that the tendency is towards overall provincial increase from 20.4% in 2007 to 22.1% in 2011. 2009 HIV prevalence among women in the age group 35-39 remain the highest with 33.7%, followed by the age group 30-34 (33.5%), 25-29 (27.4%), 40-44(22.9%), 20-24 age group at (17.5%) and the lowest being 45-49 (14%). Generally, prevalence among the under 30s years is declining while rising among the over 30s years old. The above is indicative of the fact that age is an important risk factor in the discourse of HIV/AIDS. It is likely that the picture (age cohorts) depicted above is generalizable to the context of Fetakgomo and Sekhukhune.



Source: Department of Health 2012

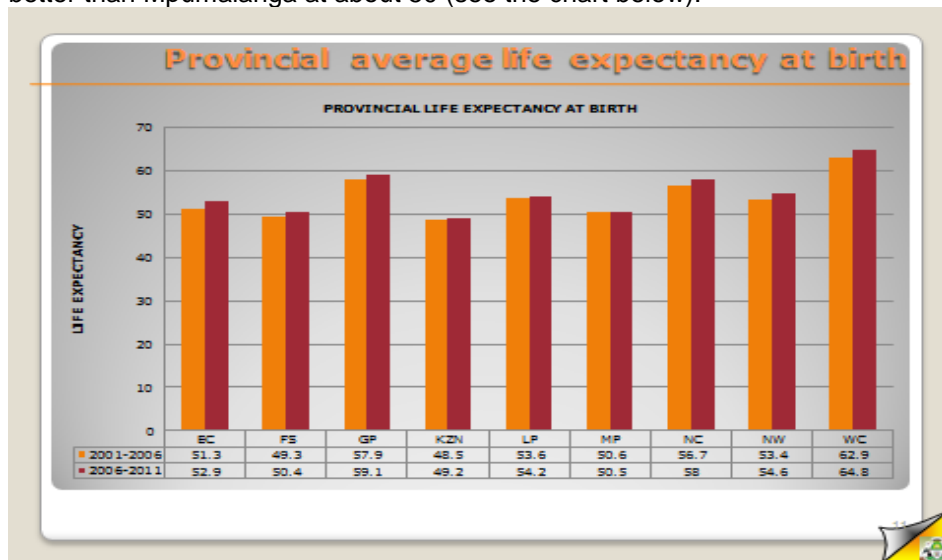
The column chart above indicates that Fetakgomo is the second lowest municipality in the district in terms of HIV/AIDS prevalence. It is striking to find that the disease is on a downward trend, recording a drop of **6.9%** from 23.4% in 2010 to **16.5%** in **2011**. The prevalence in 2011 is way below the district (18.9%), provincial (22.1%) and national (29.5%) average. The national and provincial prevalence also show marginal decline of HIV/AIDS prevalence. The Northern Cape (17%) and Western Cape (18.2%) provinces are hailed for carrying the lightest burden of the disease whereas KZN (37.4) and Mpumalanga (36.7) paint a depressing and bleeding picture of the disease.

HIV Prevalence per Province, 2008 - 2011



Source: Department of Health 2012

From a development perspective, low HIV/AIDS has a potential to increase life expectancy. For the period 2006 -2011, the average life expectancy in Limpopo was estimated at 54.2 which is better than Mpumalanga at about 50 (see the chart below).



The chart above has been taken over from the Nkangala District Municipality (in Makola, 2010)

2.8.3. Social security

Data from South African Social Security Agency released in February 2012 showed that 12489 people received social grants. The total amount paid in this regards R 14 237 460 -00. This figure is limited to those receiving social grants through pay points and therefore excludes those who received their social grants through Post offices, Banks and SPAR. (Source SASSA 2012)

List of social grants recipients for Fetakgomo Local Municipality:

GRANT TYPE	Total Number of Beneficiaries
1. Old Age	9406
2. Disability Grant	1948
3. War Veteran	01
4. Combination	07
5. GIA	156
6. Foster care grant beneficiary	765
7. Foster care grant kids	1122
8. Child disability grant beneficiary	167
9. Child disability grant kids	177
10. Child support grant/ beneficiaries	1512
11. Child support grant kids	27530
Total beneficiaries	27571
Total kids	28829

SASSA Fetakgomo local (October 2013)

Table 43: Pay Points Within Fetakgomo

Ward	Type of facility: Open Space/Community Hall/Traditional Authority Office/Shop	Fencing		Ablution facilities		Water facilities	
		Yes	No	Yes	No	Yes	No
01	Traditional Authority Office (Seroka)	X		X			X
	Traditional Authority Office (Malekaskraal)	X			X		X
	Traditional Authority Office (Phahlamanoge)	X			X		
02	Shop (Magagamatala)	X			X		X
	Shop (Mototolwaneng)	X			X		X
	Open Space (Moshate)		X	X			X
03	Traditional Authority Office (Ga-Phasha)	X		X		X	
	Agricultural yard (Maebe)	X			X	X	
	Thulare III	X					
	Batau ba Makola- Maebe pay point	X					
	Batau ba Matji – Matebeleng Traditional	X					
04	Traditional Authority Office (Ga-Mohlala)		X		X	X	
	Pay-point building (Mashilabele)	X		X			X
	Traditional Authority Office (Mmela)		X		X		X
	Traditional Authority Office (Radingwana)	X			X	X	
	Shop (Phageng)		X	X		X	
05	Traditional Authority office (Maroteng)	X	X				
	Traditional Authority Office (Maisela/Marakwaneng)		X		X		X
	Shop Ga-Makotanyane	X		X			
06	Traditional Authority Office (Nchabeleng)	X			X		X
	Open Space (Mashabela)		X		X		X
	Open Space (Matlala)		X		X		X
	Open Space (Thabanaseshu)		X		X		X
	Open Space (Thobehlele)		X		X		X
	Shop (Ga-Debeila)						
07	Commuity Hall (Apel)	X		X		X	
	Traditional Office	X		X		x	
	Crèche (Strydkraal B)		X	X		X	X
	Mashupjane(Strydkraal B)	X		x			X
08	Traditional Authority Office (Maisela Mahlabaphoko)	X			X		X
	Traditional Authority Office (Nkwana)	X		X		X	
09	Traditional Authority Office (India)	X		X			X
	Shop (Malomanye), Mafene P.School	X		X			X
	Open space (Maruping) Mahudu P.School		X		X		X
	Open Space (Modimolle) creache		X	X			X
	Community Hall (Pelangwe)	X		X			X
10	Traditional Authority Office (Manotwane)	X		X		X	
	Traditional Authority Office (Selepe)	X		X		X	
11	Traditional Authority Office (Ga-Mampa)	X			X		X
	(Ledingwe/Ramallane/Sentlthano)	X		X			X
	Malatjie Shop (Mosotse)	X			X		X
	Traditional Authority Office (Phasha-Selatole)	X		X		X	
	Traditional Authority Office (Phashaskraal)	X		X			X
	Community Hall (Seokodibeng)	X		X		X	
12	Poultry (Bogalatladi)	X			X		X
	Crèche (Sefateng), Sefateng Community Hall	X		X			X
13	Shop (Mahlabeng)	X			X		X
	Shop (Monametse)	X		X		X	
	Shop (Tjibeng)	X			X		X

Ward	Type of facility: Open Space/Community Hall/Traditional Authority Office/Shop	Fencing		Ablution facilities		Water facilities	
		Yes	No	Yes	No	Yes	No
Total	49	36	13	23	21	14	29

Source: Fetakgomo Local Municipality, 2010

Water and ablution facilities are needed at identified pay points above (i.e marked with an X in the relevant column). In aggregate, ablution facilities are deficient at 27 (57%) pay points while 23 (40,4%) have ablution facilities. In the biggest scheme of things our table finds that there are about 49 pay points within the Fetakgomo and the South African Social Security Agency (SASSA) is responsible for provision of grants. The largest percentage 38% (18) of pay-points are of traditional authority type, 25% (12) are of shop type, 21% (10) are of open space, 6,3% (2) are of community hall type, 4,2% (2) are of crèche type, while 2,1% (1) are of a post office and poultry. 72% (36) of pay points have fencing facility whereas 25% (13) lack these (fencing) facilities. SASSA has pointed out difficulties in putting infrastructure at some of the pay-points i.e privately owned shops. As a result of dispersed apartheid human settlement alluded to in the introductory provisions, people in some wards such as Ward 13, especially those who are from Mooilyk, continue to travel long distance to get to the pay point. Shubushubung suffers the same problem. Except for pay points, grants (Old Age (Pension), Disability Grant, War Veteran, Foster Grant, Care Dependency Grant, Grant In Aid as well as Child Support Grant) can also be received through the bank(s) and post office(s).

2.8.4. Safety and security

Crime in Fetakgomo is manifest in varied forms. Tables 44 below will attest to this point.

Table 44: Crime

Ward	Hotspot area of crime	Category of crime
01	Masehleng Café, Madiphudi (Phahlamanoge), Ga-Seroka	Burglary at business premises, malicious damage to property & theft of electric cables
02	Magagamatala, Matamong, Mototolwaneng, Malaeneng, Gamatebane, Sepakapakeng	Assault, burglary at business premises, malicious damage to property, domestic violence
03	Maebe (Taxi Rank & Bannyaneng), Ga-Phasha, Ga Mahlanga, Ga Makola	Theft, sexual crime, burglary at business premises and assaults
04	Mashilabele (Ga-Oria & new extension), Moeding and GaMmela	Drug related crime, sexual crime, theft, Stock theft, schools & crèche burglary and Rape
05	Lerajane bridge and also at the liquor stores	Robbery, theft & assault
06	Ga-DebeilaT-Junction (Nchabeleng)	Assault, abusive behaviour,
07	Thobehlele, Mashabela, Apel at the two bridges	Assault, sexual crime, burglary business premises
08	Nkwana bridge (Ga-Nkwana),	Assault, robbery, theft, Mashung Ext.
09	Malomanye, Modimolle, Play Ground (Pelangwe)	Theft of herd at night, drug related crimes at unoccupied RDP houses
10	Selepe and Manotwa	Assault, theft especially at schools, abusive behaviour, malicious damage to property, & burglary at residential premises
11	At Bus Stop (next to Ga-Matemané Tavern at Seokodibeng), Ga-Mampa, Mosotse, Main road (Phasha-selatole)	Assault, robbery, sexual crime, burglary at business premises & theft
12	Sefateng	Theft
13	Mooilyk, Monametse, Mokgotho	Theft & burglary at residential premises, stolen of goats

Source: Fetakgomo Municipality, 2013

The table has the following implications: more crime occurs at Ward 11 than any other ward. The distance to the nearest police station is at 40 km or above. This implies that there could be underreporting of some of the crime trends. Ward 10 is also worrisome in relation to crime. The

Taxi Rank at Ward 03 also poses a threat in terms of crime. Generally most crimes occur at bridges. Lerajane Bridge at Ward 05 is a case in point. Crime statistics at the Apel Police Station is depicted below.

Table 45: Crime Statistics At Apel Police Station

Crime Category	2007- 2008	2008 - 2009	April 2010 -	2010 2011 -	April 2011- 2012	April 2012 - March 2013
CONTACT CRIME (CRIMES AGAINST THE PERSONS)						
Murder	11	9	7	6	5	9
Total sexual crimes	35	36	36	26	29	51
Attempted murder	11	8	9	13	18	5
Assault with the intent to inflict grievous bodily harm	117	112	136	127	105	103
Common assault	52	29	32	52	52	43
Robbery with aggravating circumstances	17	28	12	12	19	17
Common robbery	21	11	16	33	29	23
CONTACT-RELATED CRIME						
Arson	0	1	2	0	2	3
Malicious damage to property	56	49	65	67	82	82
PROPERTY RELATED CRIME						
Burglary at business premises	65	74	75	65	85	112
Burglary at residential premises	56	55	45	48	57	45
Theft of motor vehicle and motor cycle	3	3	6	3	4	6
Theft out of or from motor vehicle	6	7	8	11	13	18
Stock-theft	19	47	41	32	31	33
CRIME HEAVILY DEPENDENT ON POLICE ACTION FOR DETECTION						
Illegal possession of firearms and ammunition	1	3	3	8	10	9
Drug-related crime	13	27	42	43	10	53
Driving under the influence of alcohol	6	7	11	11	6	21
OTHER SERIOUS CRIME						
All theft not mentioned elsewhere	111	125	124	96	126	127
Commercial crime	10	9	5	17	21	26
Shoplifting	14	5	8	12	6	5
SUB-CATEGORIES OF AGGREVATED ROBBERY FORMING PART AGGREVATED ROBBERY ABOVE						
Car hijacking	1	1	2	5	2	5
Truck hijacking	0	0	0	0	0	0
Robbery at business premises	1	7	4	7	8	3
Robbery at residential premises	0	6	3	17	12	10
OTHER CRIME CATEGORIES						
Culpable homicide	12	12	17	15	13	20
Public violence	0	0	2	2	1	2
Crimen injuria	10	13	13	22	20	15
Neglect and ill-treatment of children	1	3	2	1	1	2
Kidnapping	0	3	2	1	1	0

Source: South African Police Service, 2013

Before analysing the above table, it is regrettable that Fetakgomo has poor safety and security facility/infrastructure – only ‘masenke’ have been erected to serve as a police station. This explains why Apel Police Station is called ‘Masenkaneng’. The construction of Apel Police Station (at Apel Node) is urgently needed and strongly advocated in this IDP review. Assault with the intent to inflict grievous bodily harm is a phenomenon (lead crime trend) in Fetakgomo - 127 is a shocking figure, followed by theft not mentioned elsewhere. This could include electricity/telecommunication cable theft. The fact that there are emerging occurrences of public violence challenges longstanding social cohesion and political stability in the municipal body politic. In depth analysis indicates that drug related crime has increased by **36%**, from 2007 in

2008/9 to 42 in 2009/10 and it has increased with 43 in 2010/2011. As at around October 2013 there were about **16 inmates (prisoners)** at the Apel Police Station as compared to May 2013 the number of inmates it has decline with **22**. More work and partnership with the community is needed to mitigate the incidences pointed out above.

2.8.5. Sports

Table 46 identifies sports centres and football fields. The indication of no implies that such facility i.e sports centre/football play is needed in the corresponding ward.

Table 46: Recreational facilities

Ward	Sports centre (Yes/No)		Play/football field (Yes/No)		Other recreational facilities (i.e hall)
01		No	Yes		NA
02		No	Yes		N/A
03		No	Yes		Community Halls
04	Yes (Kopano ke Maatla sports Centre)	No (4 sections)	Yes		Community Hall needed, recreational centre especially at Mashilabele
05		No	Yes (except 5 sections)		Community Hall
06		No	Yes		N/A
07		No	Yes		N/A Sports recreational
08	Yes (2 section)	No (7 sections)	Yes		N/A (Except 1 section)
09		No	Yes		Community Hall
10		No	Yes		N/A (Community Hall and Thusong Service Centre needed)
11		No	Yes		Community Hall
12	Yes (2 sections)	No (5 sections)	Yes (4 sections)	No (1 section)	Stadium, Gym, Rugby Stadium & Tennis Court
13		No	Yes		N/A

Source: Fetakgomo Local Municipality, 2013

There is a dire need for recreational facilities. Sports centres are needed especially at wards 1,2,3,5,6,7,9,10,11 and 13. Play/football field is required at ward 12. Adequacy of facilities such as these may delay the youth from malicious activities. Community halls are needed in wards such Ward 7 (Strydkraal B), 13, 4, 2, 10, 1.

2.8.6. Religion

Table 47: Religious Institutions

Ward	Number of religious institutions	Name of religious institution
01	18	ZCCx4, St Engenasx4, Anglican, Alliancex3, Apostolicx3 & Apostolic Breatheran, St John, NG Church,
02	19	St Johnx6, Apostolic Churchx3, Methodist Church, International Assembles of God, Luthern Church, Seven Day Adventist, IPC, St Engenasx3 & ZCC; Real Restoration Christian Church (RRCC)
03	8	Apostolic Breatheranx2, St John, Work of Church, ZCC x2, A.M.E, Dibolane Traditional Healer, Thakado, The Alliance Church of SA, and Church of Christ,
04	13	The Alliance Church in SAx2, Church of God, ZCC, St Engenasx2,, Apostolic x3, upon the rock x2, international x1, Assemblies of God
05	13	Assemblies of Godx4, St Johnx3, Apostolic Faith Mission, Emmanuel Apostolic, Filadelfia, ZCCx2 & St Engenas
06	13	Lurthern Church, Kingdom Church, ZCC, St Engenas, Apostolic Prethren Churchx2, IAG, Ebenezer Church, True Church, Assemblies Church, Church of Christ & St John Church , Anglican Church
07	37	Roman Catholic Church, ZCCx2, St Engenasx5, St Johnx3, Apostolic Churchx9, Dutch Reformedx2, Lutheran x2, House of Worship, ICSA, IAG, CFC & CBC x2, AME, Methodist, jehovah's witness x2. Wfc x 3
08	15	Apostolicx5, SA Internationalx2, Emanuel, ZCC, IPCC, Nazarene, St EngenasMethodist, Faith Mission & Rome, Ebenezer, ICSA
09	58	ZCCx9, Apostolic Faith Mission, St Engenasx7, Roman Catholic Churchx2, Apostolx12 & Dutch Reformed12
10	11	ZCC x2, St Engenas x2, Ebenezer, Apostolicx2 & Alliance, Roman, Five ministry, Full Gospel church, Emmanuel assemblies x2
11	30	Muslim, ZCCx4, St Engenas, IPCC , Roman Holly Home & Apostolic Churchx12, Twelfe Apostol Church
12	15	Apostolicx4, Roman Catholicx2, St Engenasx4, Luthernx2, Muslim, Methodist & ZCCx2
13	17	ZCCx3, St Engenasx6, Anglicanx2 & Apostolicx4, Ebenezer, True Church of Christ & Rome
Total	267	

Source: Fetakgomo Municipality, 2013

Overall statistical analysis indicates that there are about 267 institutions/places of worship within Fetakgomo. There are 34xZCC, 33xApostolic Church, 32xSt Engenas, 13xSt John, 8xAssemblies of God, 5xRoman Catholic, 5xLutheran Church, 5xApostolic Breatheran, 4xAlliance, 3xChurch of Christ, 3xEbenezer, 3xDutch Reformed, 3xApostolic Faith Mission, 2xMethodist Church, 2xMuslim, 2xIPC, 1xAnglican, 1xSeven Day Adventist, 1xChurch of the Children of God, 1xWork of Church, 1xA.M.E, 1xEmmanuel Apostolic, 1xSt Early, 1xFiladelfia, 1xKingdom Church, 1xCFC, 1xCBC, 1xICSA, 1xHouse of Worship, 1xNazarene, 1xRoman Holly Home & 1xDibolane Traditional Healer. The actual number of these institutions may be higher than what has been estimated by the table (267) due to a growing recognition and subscription to theism (belief in the existence of God). Ward 9 has a high proportion of religious institutions (30) while Ward 10 accounts for the smallest (6). Although the table did not go at lengths to evaluate the infrastructure of these institutions, it is reported that church leaders and seniors (priests, pastors and so forth) cry out that government gives religious fraternity least attention. A predominantly theist community is often peaceful and add impetus to stability. This fraternity often plays a lead role against tendencies that signify degeneration of morality. It is therefore a blessing to have them.

2.8.7. Other social facilities

The delivery of many social services, and their associated infrastructure, is largely the domain of national and provincial government, as well as state-owned enterprises (SOEs). These include the departments of Education, Public Works, Home Affairs, Water Affairs and Forestry, Telkom as well as Eskom.

Social facilities include post offices, multi-purpose centres, sport and recreational facilities, show grounds and libraries. Fetakgomo has the following social facilities at present:

Table 48: Social Facilities In Fetakgomo

Facility	Status	Challenge
Fetakgomo Thusong Service Centre (FTSC)	The Centre was launched in November 2007. The Centre is operational and serves communities from wards 9, 10, 11, 12 and 13 of Fetakgomo and also some villages that are found within the jurisdiction of Lepelle Nkumpi Local Municipality.	Some of the tenants have not yet signed lease agreements and this can impede on the sustainability of the centre. Irregular lease payment
Atok, Apel, Mohlaletse, Phasa Selatole Ga-Nchabeleng Post Office	Both Mohlaletse and Apel facilities are dilapidated and need upgrading	Due to the vastness and rural nature of the municipality, communities do not have access to these facilities
Social Development facilities (Apel Nodal Point)	Functional	Only one facility exists within the municipal area
Apel and Ga-Radingwana Sports Centre	Functional	The facilities are dilapidated
Nchabeleng Sports facility	Only Phase 1 of the project is completed and remains unused. After being vandalised efforts have recently being explored in terms of working on the project.	Communities use school and community halls for sports and recreation purposes
Mohlaletse, Seokodibeng and Pelangwe Community hall	Upgraded by the FTM	Communities use school and community halls for sports and recreation purposes
Civic Centre	Functional	None

Source: Fetakgomo Local Municipality, 2013

The principal stress, however, is the lack of Home Affairs Office within Fetakgomo. **This means a fixed Home Affairs Office is needed within Fetakgomo.**

2.8.8 The Most Impoverished and Underserviced Wards

Based on the above orientation and socio-economic descriptive assessment, the most impoverished wards are picked up as thus: Ward **02, 11, 09, 13, 01, 04** and **03**.

2.9. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

2.9.1. Institutional Analysis

This section provides a synopsis of institutional analysis. It tells an important story of the municipality based on nine (9) critical components of the institutional plan, viz: powers and functions; Organisational Structure; Policies, Procedures and systems; Council and Committees' functioning; Performance Management System; Workplace Skills Plan; Employment Equity; human resource plan (OHS, EAP, Staff Retention and succession plans); and resources. The detailed analysis and/or status quo report on each of the component appear below.

POWERS AND FUNCTIONS

The powers and functions of the FTM are based on the provisions of the Constitution of the Republic of South Africa (RSA, 1996: Section 156 and 229 read with part B of both Schedules 4 and 5) as well as the Local Government: Municipal Structures Act (RSA, 1998:s83). The amenable functions are listed in box 1.

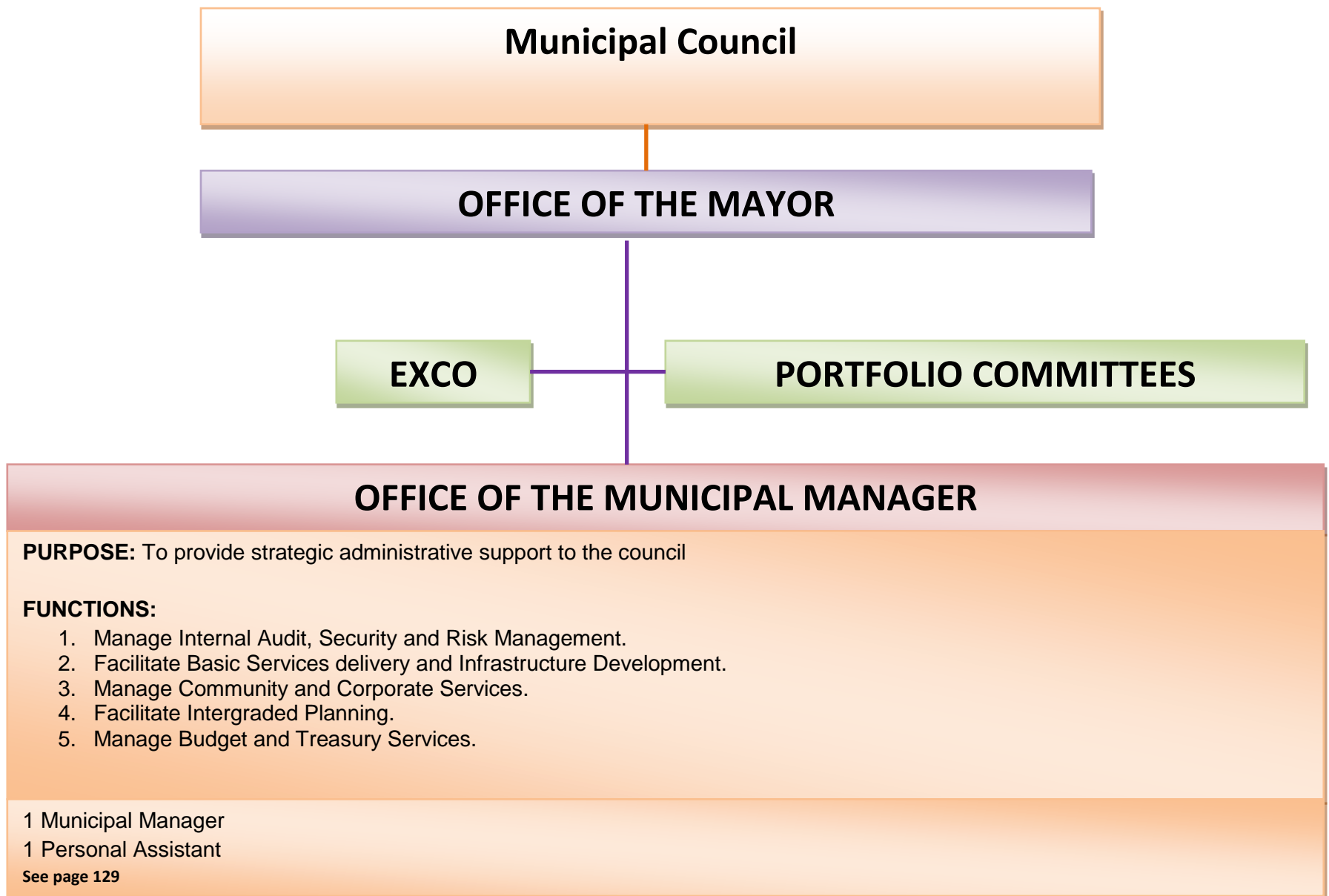
Box 1: Illustration of Powers and Functions amenable to Fetakgomo Local Municipality

Amenable Powers and Functions to Fetakgomo in 2014/2015 Financial Year
Cemeteries Municipal Planning Local Tourism Building regulations Trading regulation Street lighting Vehicle licensing and registration Learners' Drivers Licensing Refuse removal Public Places Local sports facilities

From the above box, it is clear that the FTM does not perform almost all of the critical functions that results in social infrastructure investments such as water, electricity, roads, storm water drainage, sanitation etc. A large part of these functions are performed by the SDM (water, roads and storm water and sanitation), Limpopo Roads Agency (RAL) (provincial roads) and Eskom (performs electrification function). However, there are instances wherein the Municipality raises funds from the mining industry, i.e., Bokoni Platinum Mine in particular for electrification of projects under the supervision of ESKOM. Quantitatively, the FTM performs 29% (i.e., 11 out of 38) of the functions of local government contained in the Constitution (RSA, 1996).

Organisational Structure

The performance of powers and functions, and delivery of the IDP projects is dependent upon appropriate institutional structure. The Municipality reviewed its organogram. The organogram is the product of engagement with the COGHSTA. A model organogram for Grade 2 municipalities was used as a base to develop the organisational structure. The powers and functions that are amenable to the municipality were also considered in the process. Figure (iv) below depicts the FTM's organogram for the next three years, 2012/13 -2015/16.



OFFICE OF THE MUNICIPAL MANAGER

PURPOSE: To provide strategic administrative support to the council.

FUNCTIONS:

1. Manage Internal Audit, Security and Risk Management.
2. Facilitate basic services delivery and Infrastructure development.
3. Manage Community and Corporate Services.
4. Facilitate Intergrated Planning.
5. Manage Budget and Treasury Services.

1 x Municipal Manager

1 x Personal Assistant

INTERNAL AUDIT AND RISK MANAGEMENT

PURPOSE: To provide internal audit and risk advisory services.

FUNCTIONS:

1. Render internal audit services.
2. Render risk management.
3. Render security services.

1 Manager

1 Senior Internal Auditor

1 Risk Management Officer

DEPARTMENT: TECHNICAL SERVICES

PURPOSE: To facilitate basic service delivery and infrastructure development.

FUNCTIONS:

1. Monitor and evaluate capital projects.
2. Quality control and monitor the implementation of projects.
3. Monitor the implementation of internal electrical projects.

1 Director

1 Manager

2 Technicians

1 Electricity Officer

1 Handyman (Buildings)

1 Grader Operator

DEPARTMENT: CORPORATE AND COMMUNITY SERVICES

PURPOSE: To provide corporate and community services.

FUNCTIONS:

1. Manage Administration Services.
2. Manage Legal services.
3. Manage Human Resource.
4. Manage Information Communication Technology.
5. Manage Executive Support.
6. Manage Community Services.

1 Director

See page 130

DEPARTMENT: DEVELOPMENT PLANNING

PURPOSE: To facilitate integrated planning.

FUNCTIONS:

1. Manage Town Planning.
2. Manage Local Economic Development Initiatives.
3. Facilitate the Development of IDP processes and instructional performance management .system(PMS)

1 Director

See page 132

DEPARTMENT: BUDGET & TREASURY

PURPOSE: To provide financial management services.

FUNCTIONS:

1. Manage income and expenditure services.
2. Manage budget services.
3. Manage Supply Chain.

1 Chief Financial Officer

DEPARTMENT: CORPORATE AND COMMUNITY SERVICES

PURPOSE: To provide corporate and community services.

FUNCTIONS:

1. Manage Administration Services.
2. Manage Legal services.
3. Manage Human Resource.
4. Manage Information Communication Technology.
5. Manage Executive Support.
6. Manage Community Services.

DIVISION: ADMINISTRATION SERVICES

PURPOSE: To manage administration and council support services.

FUNCTIONS:

1. Render Records Management Services.
2. Provide Secretarial and Logistical Services to Council.
3. Manage Switchboard and Reception Services.
4. Manage Fleet and Facilities services
5. Provide support to Ward Committees.

1 Manager
1 Secretary: Speaker Office
1 Committee Officer
1 Chief Clerk
1 Registry Clerk
1 Office assistant
1 Reception word processing operator
1 Telephonist

DIVISION: LEGAL SERVICES

PURPOSE: To Manage Legal Services.

FUNCTIONS:

1. Provide Legal Support Services.
2. Develop and reviewal of By-Laws, policies and Procedures.
3. Develop and Review Contracts and Municipal Codes.
4. Ensure Legal Compliance.
5. Initiate and Manage Litigation.

1 Manager

DIVISION: HUMAN RESOURCE MANAGEMENT

PURPOSE: To Manage Human Resource Services.

FUNCTIONS:

1. Manage Human Resource.
2. Manage Labour Relation.
3. Manage occupational health and safety and Employee Wellness.
4. Manage Human Resource Development.
5. Manage individual performance (PMS).

1 Manager
1 HR Officer
1 HRD Officer
1 Labour Relations Officer

DIVISION: INFORMATION COMMUNICATION TECHNOLOGY

PURPOSE: To Manage Information Communication Technology Services.

FUNCTIONS:

1. Develop, Maintain and ensure the Security of Computer Networks.
2. Provide support to End-Users.
3. Installation of Hardware and Computers Softwares.
4. Monitoring of Computers Operations
5. Ensure Compliance to ICT Policies.

1 Manager
1 IT Officer
1 IT Technician

DIVISION: COMMUNITY SERVICES

PURPOSE: To manage Community Services.

FUNCTIONS:

1. Manage Environmental Services.
2. Manage Traffic Services.
3. Manage Licensing Services.
4. Manage Thusong Services Centers.
5. Manage Sport, Arts and Culture
6. Facilitate Disasters Services.

1 Manager
See page 131

DIVISION: EXECUTIVE SUPPORT SERVICES

PURPOSE: To Manage Council Support Services.

FUNCTIONS:

1. Management of Political office Bearers (Executive Committee).
2. Manage and Coordinate Internal and External Communication Services.
3. Coordinate Special Programs, Government events both vertical and horizontal.

1 Manager
1 Secretary Executive Support
1 Personal Assistant to Mayor
1 Communication Officer
1 Special Programmes Committee
1 Mayoral Chauffeur

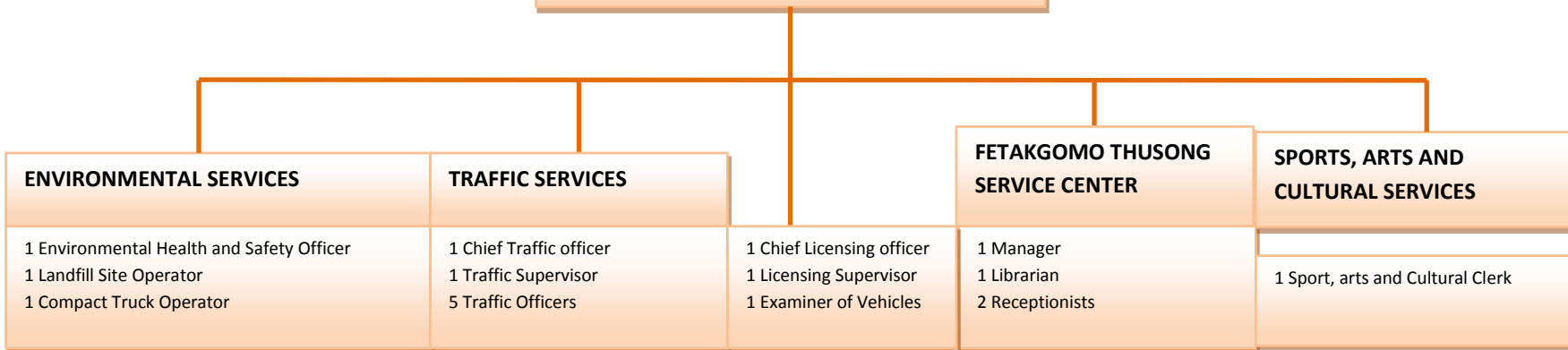
DIVISION: COMMUNITY SERVICES

PURPOSE: To manage Community Services.

FUNCTIONS:

1. Manage Environmental Services.
2. Manage Traffic Services.
3. Manage Licensing Services.
4. Manage Thusong Services Centers.
5. Manage Sport, Arts and Culture.

1 xManager



DEPARTMENT: DEVELOPMENT PLANNING

PURPOSE: To facilitate integrated planning.

FUNCTIONS:

1. Manage Town Planning.
2. Manage Local Economic Development Initiatives.
3. Facilitate the Development of IDP processes and instructional performance management system (PMS).

1 x Director

DIVISION: TOWN PLANNING

PURPOSE: To Manage Town Planning.

FUNCTIONS:

1. Manage Land use Services.
2. Manage GIS.
3. Manage the Processing of the building plans.
4. Conduct Site Inspections.

1 Manager
1 Land use Management Officer
1 Building Inspector

DIVISION: LOCAL ECONOMIC DEVELOPMENT

PURPOSE: To Manage Local Economic Development Initiatives.

FUNCTIONS:

1. Promotion of Local Tourism.
2. Facilitate Local Business Support.
3. Monitor the implementation of Social and labour plans of local mines.
4. Facilitate strategic partnership p o n Local

1 Manager
1 LED Officer

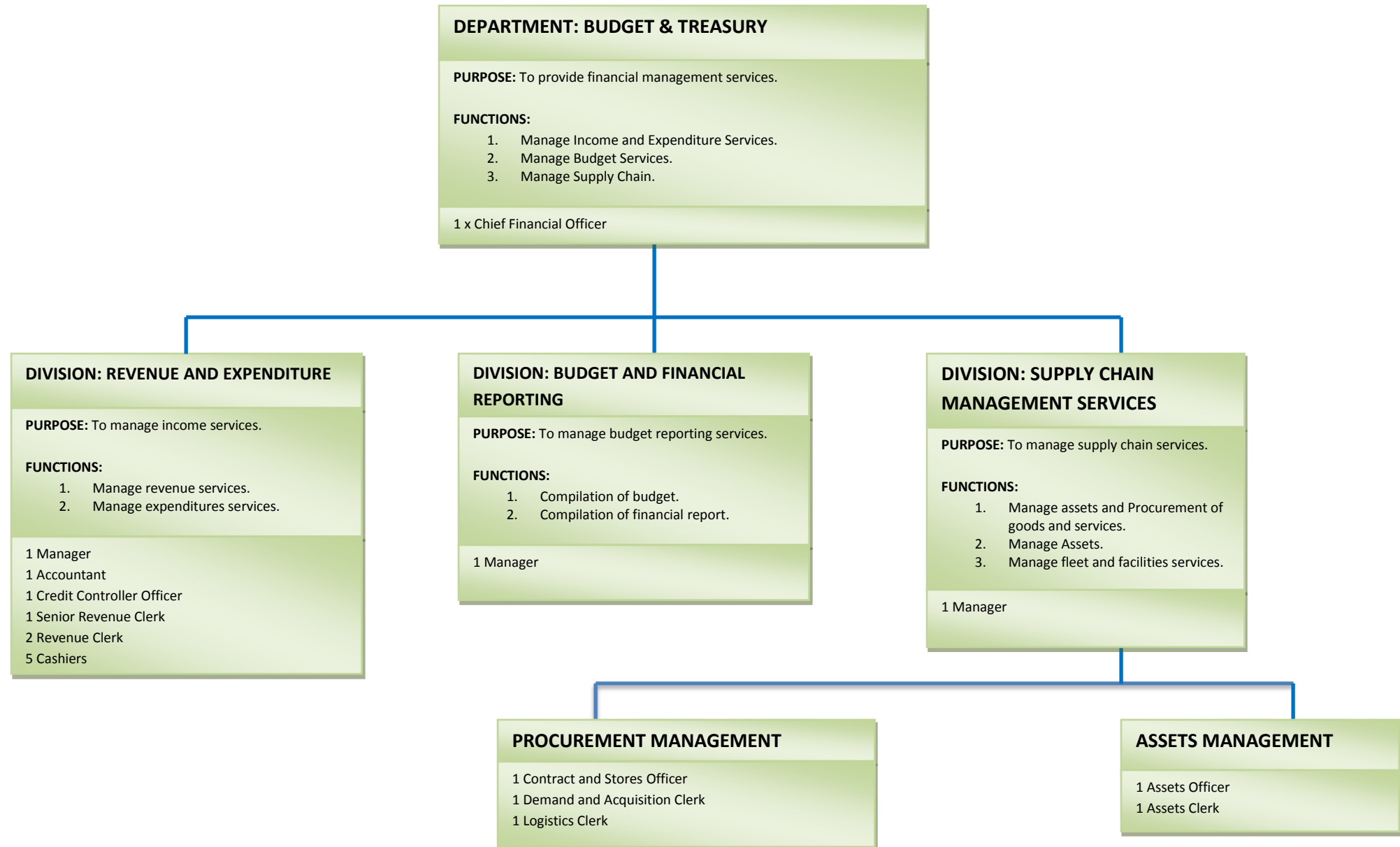
DIVISION: INTERGRATED DEVELOPMENT PLANNING

PURPOSE: To facilitate the development of IDP processes, and Institution al Performance Management System (PMS).

FUNCTIONS:

1. Facilitate the development and reviewal of the IDP.
2. Manage the Institutional PMS.

1 Manager
1 IDP Officer



The FTM has the organogram with 84 posts as depicted above. The organisational structure is divided into 4 main Departments and is aligned to the powers and functions of the Municipality. The Departments are Corporate Services, Development Planning, Technical Services and Finance. Technical Services is a newly formed Department emanating from the drive to capacitate the municipality in its planning and implementation of the MIG projects. The Departments are further subdivided into Divisions or Units. 76(90%) out of 84 posts on the organogram are filled as depicted by table 47 below..

Table 47: Analysis on the implementation of the organogram

Department	Divisions	No. of posts filled	No. of posts vacant	Total Posts
Municipal Manager	Municipal Manager office	02	0	02
	Internal Audit	02	0	02
	Risk Management	01	0	01
Subtotal		05	0	05
Corporate Services	HOD	01	0	01
	Executive Support	06	0	06
	Human Resources	05	0	05
	Community Services	28	01	29
	Admin	08	0	08
	IT	02	01	03
	Legal Services	01	0	01
Subtotal		51	02	53
Development Planning	HOD	0	01	01
	LED	02	0	02
	IDP	02	0	02
	Town Planning	02	0	02
Subtotal		06	01	07
Budget&Treasury	HOD	01	0	01
	Budget	02	0	02
	SCM	04	0	04
	Revenue and Expenditure	06	0	06
Subtotal		13	0	13
Technical Services	HOD	01	0	01
	PMU	05	0	05
Subtotal		06	0	06
TOTALS		81	03	84

From the above table, it is clear that the filling of vacancies in the Budget and Treasury Office has received serious attention. This is demonstrated by filling of 11 out of 13 posts in the department. The functions of the departments above are conceptualised in the next chapter (Strategies Phase), it further goes far to formulate the vision of each department.

Financial Management

For any institution to successfully implement its strategic plan - in our case the IDP - sound financial management is necessary. The previous section (financial viability) indicated the extent of debt management, cash flow, existing sources of revenue and AG's audit opinion.

Risk, management fraud and corruption prevention

Risk management is the identification and evaluation of actual, as well as potential risk areas, as they pertain to the organisation. In terms of the MFMA, a Municipality has to develop and implement its risk management strategy as a way of best practice of corporate governance. As Integration Phase shows, the FTM has the Fraud Prevention Strategy which includes Fraud and Corruption Prevention Plan, Risk management strategy and Risk management implementation plan.

INTERNAL AUDIT UNIT

Legislative Mandate

Section 165 and 166 of the Municipal Finance Management Act regulates the establishment of the Internal Audit Activity and the Audit Committee. Internal Audit unit comply with the International Standards of Internal Auditing (ISPPIA) promulgated by Institute of Internal Auditors.

Internal Policies and Procedures;

- Audit Committee Charter; Internal Audit Charter; Internal Audit Methodology and Internal Audit Plan.
- The policies and procedures address the following:
Terms of reference; identified materiality; Identified risk; Cycles to be audited; Audit Approach and Audit Methodology

Responsibility

- Evaluating controls and advising managers at all levels; includes assessing the tone and risk management culture of the municipality well as evaluating and reporting on the effectiveness and efficiency of the implementation of management policies; complies with Acts, Regulations and Council Policies.

This will be done by;

- Evaluating the effectiveness of controls risk management and good governance processes.
- Performing a detailed review of the current internal audit controls, if there are any in place.
- Reviewing the operations and progress to ensure whether results are consistent with Local Municipalities system of internal control.
- Reviewing by means of safe guarding of assets and verifying the existence of such assets.
- Evaluating the functionality of Municipality performance management system.

Types of Audit engagement

- Risk based audit – Dictated by the risk assessment report (e.g. IT,SCM, HR)
- Compliance Audit (performance information & Regulatory) performance regulations;
- Adhoc Audit (Audit executed at the request of council structures e.g quality assurance and informal investigation)
- Follow-up Audit – To determine the progress made on the implementation of the agreed action plans.

Risk Management

Legislative Mandate

The responsibility for risk management has been established by the Municipal Financial Management Act and National Treasury Risk Management Framework.

Section 62 (i) (c) of the Municipal Financial Management Act requires the municipality to have and maintain an effective, efficient and transparent system of risk management.

Municipal risk management is:

- A process, ongoing and flowing through the Municipality;
- Effected by people at every level of the Municipality;
- Applied in strategy setting;
- Applied across the Municipality, at every level and unit/ directorate;
- Designed to identify potential events that, if they occur, will affect the Municipality and to manage risk within its risk appetite;
- Able to provide reasonable assurance to the Municipality's management and Council through Audit Committee and Risk Committee; and
- Greate to achievement the Municipal objectives in one or more separate but overlapping categories.

Policies and Procedures;

Risk Management Policy; Fraud and Corruption Prevention Policy; Risk Management Strategy; Risk Committee Charter; and

Role

Enables management to effectively deal with uncertainty and associated risk and opportunity, enhancing the capacity to build value,

Helps ensure effective reporting and compliance with laws and regulations, and helps avoid damage to the Municipality's reputation and associated consequences. In sum, Municipal risk management helps the Municipality to get where it wants to go and avoid pitfalls and surprises along the way.

Reporting lines and capacity

The activity reports to the Accounting Officer and to Risk Management Committee

The Risk Management Committee is responsible for assisting the Accounting Officer in addressing the oversight requirements of risk management, evaluating and monitoring the institution's performance with regards to risk management. The role of the Risk Management Committee is to formulate, promote and review the Municipal Risk Management objectives, strategies, policies and monitor the process at strategic and operational levels.

Council, Committees and Functionality

The Municipality has considered the establishment of council structures, as statutory committees established in terms of the Municipal Structures Act and the Municipal Finance Management Act. With the exception of **the Performance Audit Committee**, the committees comprise either councillors or officials. The composition of a particular committee is mainly determined by the role it is envisaged to play. For instance, if the committee has to perform the political oversight, the members will as such be constituted by politicians and take the form of **portfolio committee while administrative committees** focus on technical issues and are constituted by the technocrats. The council structures/committees for Fetakgomo Municipality include the following:

Council, Executive Committee, Budget & Treasury Portfolio Committee, Development Planning Portfolio Committee, Technical Services Portfolio Committee, Corporate Services Portfolio Committee, Community Services Portfolio Committee, Local Labour Forum, Human Resources Committees (Training, Employment Equity, Placement, health and safety), Bids /Supply Chain Management Committees, **Oversight Committees, Risk Management Committee and Audit Committee**. The functionality of these committees is often determined by the frequency of meetings and turn around time on issues that are delegated to respective committees. The governance committee usually have schedules of meetings

and they meet at least monthly, i.e 12 times per annum. On the other hand, administrative committee can meet as frequent as possible, depending on the need and urgency of matters to be dealt with. However a minimum of six meetings per annum is expected for each administrativecommittee.

Performance Management System.

As the integration phase highlights, the PMS framework of the municipality is being implemented to assess both institutional and individual performance. Fetakgomo Municipality has during the 2008/2009 financial year started to cascade PMS implementation to managers reporting to section 57 managers. There was a **challenge** of cascading it further to level 4 personnel. The cascading of the PMS is tied to the introduction of performance commitments to first level managers. The FTM's PMS Consumerates with its financial resources. Thus, every financial year, the institution budgets for the performance bonuses to cater for the reward of those deserving informed by the performance reports

Skills Needs within the Municipal Council.

It is critical to note that among others, the critical **skills needs** within the municipal council are **legal (LLB), Town Planning, engineering (PR) (civil), Risk Management** et cetera. As integration phase shows, the FTM develops and implements the Workplace Skills Plan (WSP) every financial year. The plan is developed in consultation with the staff members, committees and councillors. Individuals from the mentioned stakeholders complete questionnaires that serve as tools to identify training needs. The training needs are further consolidated into WSP and submitted to LG SETA after approval by the Council. This should be able to address the issues of scarce skills. As at June 2012, 100% of the training needs for 2011/12 were implemented. This gives a clear picture that WSP is not compiled for the sake of malicious compliance, but implementation.

Employment Equity Challenges.

The Municipality is 52:25 grappling with the **employment equity challenge** of ensuring that its structures reflect equitable representation of all groups, particularly the people with disability. The male-female ratio stands at 49:22 excluding interns. This translates into the municipality having 31% of its workforce being women while men contribute 69% of the workforce. Thus, the municipality has a variance of 19% to achieve the gender balance amongst its workforce. As sections 3.3.8 and 3.3.9 (Human Resource Plans and Resources components) will show, the FTM's ability to attract and retain skilled staff is limited – a situation that is reflected in the number of vacancies in the organogram. The table below depicts the current equity status in respect of designated categories of employees at various levels as on the 01st of October 2013 analysis.

Table 48: Equity Representation across the Organisation

Designated groups	National targets	Municipal Targets 2011/12-2015/16	Actual achievement	Progress in %
Africans	85%	-	78	99%
Women	54%	52% at post level 0-13	32	41%
People with Disabilities	4%	3% at post levels 1-13	4	7%

Human Resource Plans.

The human resource plans including the Employment Equity Plan (EEP) which was recently reviewed to address the above shortcomings are listed in the integration phase. The main **challenge** at present revolves around implementation of the Plan.

Resources

There are four types of resources that are at the disposal of Fetakgomo Municipality. These include financial (which were unpacked in the previous sections, financial viability), human, mechanical and infrastructure. A thorough analysis on each resource is done hereafter.

Human Resources.

A detailed analysis of the human resources has been done above the integration phase. The vacancy rate for critical posts is of concern. There are critical posts that are vacant and these vacancies impact on the skills gap. **The in-house Manager Internal Auditor** has assumed duty on the 1st November 2011. **Legal Advisor:** the municipality utilises the services of an external legal firm for legal advice which is contracted on a short term basis. The skills gap in the municipality cannot be isolated from the critical posts vacancy rate analysis. There are also **6 interns** in the municipality who are placed in different departments. Two are placed in the Municipal Manager's Office and work on internal audit matters while the others work in Budget & Treasury (financial management). As part of the implementation of the Organogram, some employees were placed from one post to another as their previous posts were shed during the review process. Casual labourers are also hired when a need arise.

Mechanical resources

The mechanical resources at the disposal of the municipality are those that are linked directly to the functions performed. These include a truck that is used to transport refuse from the villages to the transfer stations, wheel barrows, rakes and protection kits that the volunteers use. There is a compact truck with 5 labourers and 1 landfill operator. Grader without operator, however arrangements were made with Department of Roads & Transport to second an operator on adhoc basis.

Infrastructure resources

There are two (2) refuse transfer stations, a licensed landfill site and 4 skip bins that are used for refuse removal. The municipality has office space and buildings where services can be provided from. However, there is one block of municipal offices that is not of good structural standards. Hence the construction of new block of offices in two previous financial years. The IT infrastructure, telecommunications and electricity infrastructure are a great concern. There are often power interruptions, non-functional email and internet as well as telephone lines. The institutional analysis is hereby concluded in the form of a glimpse at the Strengths, Weaknesses, Threats and Opportunities for the municipality.

SWOT ANALYSIS

This SWOT analysis emanated from the Strategic Planning Session that was held on the 18 - 20 March 2012, Swadini Resort, Hoedspruit. Participants for the Session included political and administrative components of the FTM.

Table 49: SWOT analysis on Fetakgomo Local Municipality

Strengths	Weaknesses
<ul style="list-style-type: none"> -Policy and by-laws development and implementation -Basic resources for operations -Community participation (by laws, policies) -Planning policies in place i.e. SDF & LUMS. -Sound financial management -64 Hectors land transferred to FTM for township establishment - Established and functional governance components (AC, Internal Audit, Ward Committees, MPAC) -Significant improvement on PMS (synergy) 	<ul style="list-style-type: none"> -Limited revenue base -Poor policy enforcement -Underutilisation on key programmes -Inadequate project management -Website not promptly updated -Under-spending of Conditional Grant -inadequate communication amongst internal stakeholders -Ineffective demand management - Ineffective participatory management -Poor project planning & monitoring -Delayed project completion.

between IDP/SDBIP, consistently implemented and institutional monitoring systems) -Teamwork by officials & councillors -Internal IT support -Strengthened customer care	-Project operation & maintenance -Lack of formal induction of new employees -No employee handbook containing FTM internal policies -Inadequate training of officials on internal policies. -Disaster management structures.
Opportunities	Threats
Networking opportunities within SALGA, IGR etc -Availability of mineral deposits present an opportunity for mining investment -Implementable revenue opportunities (Bill boards, building plans, valuation roll, office lease and traffic function) -Job creation from infrastructure investment and LED initiatives -Alternative funding sources (Private Sector is still keen to support projects) -Unexploited tourism sector -Land availability -Favourable legislative and regulatory framework -Close proximity to Oliphants River & Dilokong Corridor -Existence of Bopedi Shopping Complex -ICT infrastructure -Nchabeleng Health Centre converted into a Hospital - Sekhukhune College of Education - Small scale farming and Agricultural activities -Three upcoming mining operations -Retail sector development -Social & Labour plans,	-Limited powers and functions -Policy gaps in terms of final authority on land allocation and other critical basic services -High level of infrastructural backlog -Informal connections (electricity and water) -Instability in some tribal Authorities (i.e tribal divisions, inconsistency in attending meetings) -Invasion of land earmarked for development -Community protests emanating from failed commitments by relevant authorities -Uncoordinated informal trading activities -Multi-jurisdictional ownership of land -Environmental threats posed by mining operations -Prevalence of HIV/AIDS -Sewegae spillage next to Bopedi Complex -Reconfiguration of Municipalities (uncertainties) -Lack of co-operation by some stakeholders (i.e mining house) -Rural nature & remoteness of the Municipality -Land ownership threaten property rate implementation -Insufficient ICT infrastructure -Ineffective IGR(non payment of Services) -Unemployment and poverty and inequality - Out migration -Public officials doing business with government including the municipality, -Formation & Management of Mining community Trusts, -High crime levels -Inadequate/Shortage of water supply -Knowledge management within the municipality -Internal information & knowledge management, -Lack of Disaster Recovery plan -Confidentiality of information.

The above table (SWOT Analysis) is taken into account by the Municipality when reviewing the strategies for the next five years

Key institutional challenges.

From the above, a few conclusions can be made about critical challenges, inter alia, lack of sufficient office space, the safety of available offices is also a challenge, cascading of PMS to lower, levels, employment equity challenges, scarce skills, vacancy rate for critical posts.

2.10. COMMUNITY NEEDS ANALYSIS

Flowing from public participatory engagements with communities and stakeholders within FTM the following 23 issues repeatedly surfaced as overarching needs of the community and thus are recognised **priority** in this IDP/Budget:

Table 50: Community Needs Analysis

COMMUNITY NEEDS ANALYSIS	
1. Infrastructure development and investment	
2. Water & sanitation (water supply to communities i.e within 200 meters & yard connection is the main need. The need to fix recurring broken water machine and leakage of pipes was also flagged);	
3. RDP houses (Sufficient & fast-racking delivery of RDP houses. Quality of the RDP houses and completeness of the incomplete RDP houses);	
4. Roads tarring/surfacing. Supply of sufficient bridges and storm water drainage. Speed humps ;	
5. Electricity (mainly post connection). Prioritisation of villages/wards was undertaken in the earlier section. Ditlokwe/Mokhulwane needs a special attention;	
6. Employment (decent work);	
7. Mining house – CSI (Corporate Social Investment) or contribution to development of the municipal space economy needs to increase	
8. Spatial issues. Releasing of land for development. Accelerating the pace of Township Development/Establishment. 98% of land in the municipal area is in the custodianship of traditional authorities. Intense engagement (improvement measure) between the traditional authorities, DPLG, FTM and residents to mitigate chaotic residential development (i.e unauthorised land allocation/invasion or extension of the allocated site by resident).	
9. Conversion of Nchabeleng Health Centre into Hospital (Need for at least one hospital within FTM). 3 fix clinic at W9, W13 & W5.	
10. Optimum utilisation of Sekhukhune College (skill development). Construction of additional schools, upgrading/renovation of schools and extension of blocks.	
11. Fixed Home Affairs Office(s) within FTM;	
12. Construction of Apel Police Station & Magistrate's Office;	
13. Cell phone, TV and radio reception in some areas;	
14. Shopping complex / Mall especially at Atok node	
15. Completeness of sports centre (by SDM). Strengthening of sports council & consequently visibility of or sufficient sport activity.	
16. Adequate public transport	
17. Recreational facilities including child care facilities	
18. Cemeteries (fencing & provision of sanitary facilities);	
19. Environmental considerations with special references to refuse removal services, soil conservation, control of alien plants etc	
20. Domestic animal and noise control by-law;	
21. Construction of testing station;	
22. Construction of disaster centre (FTM has no disaster management centre at the moment);	
23. Increased capacity for FTM to perform more functions or take on larger role in the provision of basic services.	

Another study, a Customer Satisfaction Survey conducted by the COGHSTA (2010) in the FTM generally triangulated most of the above as areas of priority. More specifically, the study ranked water as the highest priority while parks ranked the lowest as illustrated below.

Service	Priority
Water	17
Education	16
Roads and Roads Maintenance	15
Electricity	14
Housing	13
Transport	12
Community Safety and Protection	11
Community Health Care	10

Sanitation	9
Quality of Service	8
Community Service	7
Community Participation	6
Local Economic Development	5
Waste Removal	4
Sport	3
Recreation	2
Parks	1

Source: COGHSTA (Customer Satisfaction Survey, 2010:25)

In the wider analytical framework it is deduced that there a meeting of mind (lots of commonalities/similarities) between the latter and the former table. These needs and priorities suggest that the Municipality needs to take on larger role in the supply / provision of basic services. It was further found that we are doing relatively well in terms of public participation (Good Governance) as well as electrification. The Survey involved a total of **210 respondents**, comprising **182 households** and **28 business operations & NGOs**.

CHAPTER 3 STRATEGIES PHASE

This chapter provides an overview of the Municipality's key development strategies. Strategies phase involves formulation of strategies to address problem issues identified in the Analysis Phase in the medium, short and long term. It provides core ideology of the Municipality, for example formulation of vision (achievable statement about future of the Municipality, where the FTM wants to go). This includes development of objectives (what FTM would like to achieve in order to address problem issues and realise the vision). Strategies phase is about finding most appropriate ways/means of achieving the objectives.

3.1. Vision 2030

The vision of the Fetakgomo Local Municipality is: 'A Viable Municipality in Sustainable Rural Development'. This vision builds on and at the same time contributes to the attainment of the country, South Africa's vision – A Better Life For All.

3.2. Mission

The Municipality's mission statement is as follows: 'To provide integrated services in enabled environment for growth and development'.

Departmental Contributions / Core Departmental Functions:

Department	Core Functions	Departmental Vision
Development Planning	Municipal Planning	"To be the Premier Department in Development Planning"
	Local Economic development	
	Performance management (at corporate level) / monitoring & evaluation	
	Intergovernmental relations	
	Building regulations	
Technical Services	Infrastructure projects' management including (MIG)	"A Champion in Infrastructure Development"
	General engineering services and technical support	
	Street lighting	
Community Services	Emergency services	"A Vehicle for Sustainable Community Services"
	Law enforcement	
	Drivers' and vehicle licensing	
	Public facilities	
	Environmental management	
	Cemeteries	
	Sports, recreation arts & culture	
	Community safety	
	Customer care	
Budget & Treasury	Strategic financial planning & Management	"A Custodian of Sound Financial Management"
	Revenue management	
	Expenditure management	
	Asset management	
	Contract Management	
	Supply Chain Management	
Corporate Services	Human resource management & development	"A Centre for Good Governance"
	Organisational development	
	Executive support / Council secretariat	
	Communications, Marketing and Publicity	
	IT Support	
	Special programmes and events	
	Legal Services	
	By-laws development & enforcement	

	Records Management	
	Fleet & facilities Management	
	Asset Management	
	Public Participation and ward committees	
	Performance Management (individual)	
Municipal Manager	Internal Audit	“ An Effective and accountable Administration”
	Fraud Prevention	
	Risk Management	
	Audit committee support	
	External Audit	

3.3 Municipal IDP **Goals** are as follows:

- To provide democratic and accountable government for local communities,
- To ensure the provision of services to communities in a sustainable manner,
- To promote social and economic development,
- To promote social and economic development,
- To encourage the involvement of communities and community organisations in the matters of local government.

3.4. Municipal Development Priorities and Objectives

The FTM plans to attain the following:

Priority Area	Development Objectives
1.Access to basic services	To facilitate for basic services delivery and infrastructural development / investment
2.Spatial Rationale	To promote integrated human settlement and agrarian reform
3. Job Creation	To promote local economic development in the Fetakgomo municipal area
4.Financial Viability	To improve municipal finance management
5.Organisational Development	To build FTM's capacity by way of raising institutional efficiency, effectiveness and competency
6.Good Governance	To enhance good governance and public participation

As spelled out in the Local Government: Municipal Planning and Performance Management Regulations (RSA, 2001:s09) read with the Local Government: Municipal Systems Act (no. 32 of 2000) (RSA, 2000:s26 (c)), targets and indicators are set in later sections of this document. In this regard, six municipal focal strategic priorities have been identified. The objectives above are aligned to the LEGDP (2009-2014) which has five specific objectives reassembled below:

- Objective 1: Create decent work and sustainable livelihoods by way of competitive industrial cluster promotion, infrastructure construction, and various national development programmes.
- Objective 2: Improve the quality of life of citizens through effective education (including skills development), reliable health care, alert policing, comfortable housing, social grants and sport, with specific emphasis on their own participation in these processes.
- Objective 3: Promote rural development, food security and land reform in order to spread the benefits of economic growth beyond the urban areas.
- Objective 4: Raise the effectiveness and efficiency of the developmental state by way of effective organisation structuring and recruiting, targeted training and the building of a culture of service and responsibility, integrated development management, and cooperation between all organisations in the development process and

Objective 5: Give specific attention (and allocate sufficient resources) to high-priority challenges of regional cooperation, sustainable development and climate change, black economic empowerment, the informal economy and innovation (see PEGDP, 2009-2014:19 for detailed exposition).

In-depth politicology analysis reveal that the foregoing position the Municipality to respond to the new political mandate, 2009 electoral mandate which stresses (i) decent work and sustainable livelihoods, (ii) education and skills development, (iii) health care, (iv) rural development and food security, and (v) fighting crime, building cohesive and sustainable communities. In localising these priorities and meeting key challenges facing our communities, the 2011 Local Government Elections Manifesto of the Ruling Party commit us to :-

- (a) Build local economies to create more employment decent work and sustainable livelihoods,
- (b) Improve local public services and broaden access to them,
- (c) Build more united, non-racial, integrated and safer communities,
- (d) Promote more active community participation in local government, and
- (e) Ensure more effective, accountable and clean local government that works together with national and provincial government.

These priorities aim at achieving the Five Year Local Government Strategic Agenda (objectives of local government), viz, municipal transformation and organisational development, basic services delivery and infrastructural development, LED, financial viability and good governance and public participation and recently there has been an addition of spatial rationale. The essence of this 2011/12-2015/16 IDP/Budget is, over medium to long term, the realization of twelve (12) outcomes which have been approved by the Cabinet for the period ending 2014, based on the 2009 Ruling Party Election Manifesto and the Medium Term Strategic Framework (MTSF) which identified 10 strategic priorities which as stated above were further developed into twelve key outcomes, inter alia:

Improved quality of basic education;
 A long and healthy life for all South Africans;
 All people in South Africa are and feel free;
 Decent employment through inclusive economic growth;
 A skilled and capable workforce to support an inclusive growth path;
 An efficient, competitive and responsive economic infrastructure network;
 Vibrant, equitable and sustainable rural communities with food security for all;
 Sustainable human settlements and improved quality of household life;
 A responsive, accountable, effective and efficient local government system;
 Environmental assets and natural resources that are well protected and continually enhanced;
 Create a better South Africa and contribute to a better and safer Africa and World; and
 An efficient, effective and development oriented public service and en empowered, fair and inclusive citizenship (RSA, 2010:12).

The table below provides a broad conceptual overview of Outcome Nine (09) which has profound bearing on local government, "A responsive, accountable, effective and efficient local government system" with seven (07) outputs:

Output and Measures / Conceptual Overview		
Output 1	Implement a differentiated approach to municipal financing, planning & support	Credible & simplified IDPs for delivery of municipal services. Entail revenue management & plan/strategy. Ensure that critical posts (MM, CFO, Engineer/Technical Services, Town Planner) are audited & filled by competent & suitably qualified individuals.
Output 2	Improving access to basic services	In respect of this output, the following targets are set for period ending 2014: Water (100% supply), sanitation (100%), refuse removal (75%), electricity. Establish Bulk Infrastructure Fund to unlock delivery of reticulation services.

Output 3	Implementation of the Community Work Programme	Initiatives that provide work opportunities to communities at local level e.g. through functional co-operatives. Useful work (i.e. 1-2 days a week or one week a month) at specific wards needs to be identified. The overall national target for CWP job opportunities is 4.5million.
Output 4	Actions supportive of the human settlement outcome	Procure well located land. Release of land for low income & affordable housing to support delivery of housing units with 30 to 45 minute journey to work & services using less than 8% of disposable income for transport by 2014. The objective is to create a well-functioning, integrated & balanced rural settlements
Output 5	Deepen democracy through a refined Ward Committee model	Strengthen people-centred approach to governance & development (i.e. community participation, ward committees etc.)
Output 6	Administrative & financial capability	Sustain clean audit. Monthly average collection rate on billing to rise to 90%. Reduce debtors (should not be more than own revenue)
Output 7	Single widow of co-ordination	Finalization of changes on powers & functions. Review of legislation & policies (implementation more by national & provincial government)

The above takes cognisance of the national and international obligations.

3.5. National and international targets for service delivery

Fetakgomo's development strategies have been significantly influenced by the national (South Africa's) targets and the desire to meet the international obligations, MDGs, viz: national targets - eradication of bucket system by 2007 (in our case eradicating relief in the bush), all schools and clinics have access to water and sanitation by 2007, access to basic water by 2008, access to basic sanitation at RDP level by 2010, economic growth of 6% by 2010, access to electricity by 2012, access to housing by 2024, half unemployment by 2014. International obligations - halve poverty and hunger by 2015, attainment of universal primary education (ensure that by 2015 all children complete primary education), promote gender equality and women empowerment, reduction of child mortality (reduce under-five children mortality rate by two thirds in 2015, improve maternal health (reduce maternal mortality), combat HIV/AIDS, malaria and other diseases, ensure environmental sustainability (integrate principles of sustainable development into policies, programmes & IDP) and develop global partnership ((ways of raising resources to attain the above goals).

3.5. Scenario Development Exercise

Scenario 1: Not Yet Uhuru	Scenario 2: Nkalakatha	Scenario 3: Muvhango
Walking behind – development targets not achieved	Walking together – Effective implementation	Walking apart – social divisions. This scenario suggests failed government due to poor planning, lack of coordination, slow implementation and polarised community

Source: The Presidency (2008)

In 2050, the FTM desires to realise scenario 2 in which we walk together, side-by-side with the broad cross section of the municipal citizenry. This can especially be realized by upholding of the following values.

3.6. Values

Values	Descriptive analysis
High standard of professional ethics	Professionalizing local government is identified as essential in the MTAS. The FTM upholds high standard of professional ethics as enunciated in the Constitution. Hard work, service to the people, humility, honesty and respect are integral components of professional values. Respect not only

Values	Descriptive analysis
	the laws of the land but also one another in a performance relationship - this emphasises mutual respect and regard for dignity of a person or his/her responsibility.
Consultation	Regular consultation with the people about the services FTM provides.
Service Standards	Need to specify the quality of services people can expect.
Access	Increase access to services especially people disadvantaged by attitude related barriers.
Courtesy	Treatment of customers with courtesy and consideration. Things such as smile, respect for customs, apology if things go wrong – this cost nothing
Information	Provide more & better information about services so that customers have full, accurate relevant and up-to-date information about services they are entitled to receive.
Openness and Transparency	Tell people how FTM runs, its departments cost and who is in charge.
Redress	If the promised standard of services is not delivered (failures/mistakes/performance problems occur), citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when the complaints are made, citizens should receive a sympathetic, positive response.
Value for Money	Give the best possible value for money so that customers feel that their contribution through taxation is used effectively, efficiently and savings ploughed back to improve their lives. The implementation of Batho Pele Principles is continuous process, not a once off-task, to be done all the time

Source: Constitution (RSA, 1996) and RSA (Batho Pele Principles)

These values bind the personnel in particular and the Municipality in general in the exercise of its executive authority. The Municipality must give effect to its IDP and conduct its affairs in a manner which is consistent with this IDP.

3.7. Fetakgomo Local Municipality's development strategies: meeting the development challenges.

The development strategies are the product of the strategic planning session. The actual strategies detailed in tabular perspective below orients towards the achievement of the strategic priorities, objectives and outcomes as flagged supra (in the previous sections of this chapter). They are arranged according to Key Performance Areas (KPAs) / respective output, thereby beginning with spatial rationale – the overarching purpose is to reconfigure the municipal space economy from a spatial perspective. The table below highlights the FTM strategies that seek to transform the municipal space and intergrated multi land-use purposes in the area.

3.7.1. Spatial rationale (Output 04)

Objective: "To promote integrated human settlement and agrarian reform"

KPA	Development challenge/issue	Code	Development strategies	Outcome
Spatial Rationale	Inaccessibility of land	SP.1	Stakeholder engagements (traditional leaders, Dept of Rural Dev & Land Reform) for prompt & easy land acquisition	Infrastructural investment & development
	Unresolved land claim	SP.2	Mobilise for engagements between the Dept of Rural Dev and Land Reform (Land Claims Section), House of Traditional Leaders, SDM & relevant stakeholders to expedite land claim resolution	Peaceful rural development

KPA	Development challenge/issue	Code	Development strategies	Outcome
	Land invasion	SP.3	Engage the COGHSTA& traditional authorities on land use issues in order to create conducive environment for sustainable development	Social cohesion
		SP.4	Develop and implement mechanisms to protect land which is earmarked for development	
	Dispersed settlement, uncoordinated & chaotic land use	SP.5	Enforcement and implementation of land development policies i.e ensure proper co-ordination of land use development & management	Compatible rural development & environmental sustainability
		SP.6	Identify & protect strategic areas for promotion of clusters & integrated development	Sustainable human settlement & effective information
	Unease location of spaces within the Municipality	SP.7	Optimal utilisation of GIS	
	Environmental problems	SP.8	Undertake environmental awareness i.e advocate disengagement with wood & encourage solar and other sources of energy friendly to environment	Clean, safe and healthy environment
	Unserviced land for Township establishment	SP.9	Engagement with Service Authority (SDM, ESKOM etc.)	Established Township Establishment

3.7.2. Municipal transformation and organisational development (Output 01 and Output 07)

The long-term goal of the municipality is to have an organisation that is transformed, promote compliance to relevant legislations, skills (competency) development of officials and councillors and development of policies and by-laws that promote service delivery and sound organisational management.

Objective: "To build FTM's capacity by way of raising institutional efficiency, effectiveness and competency"

KPA	Development challenge/issue	Code	Development strategies	Outcome
Municipal transformation and organisational development	Inadequate institutional governance systems	I.1	Review and implementation of municipal planning frameworks, e.g. IDP/Budget, Communication Strategy just to mention a few	Synchronised planning, credible IDP/Budget
		I.2	By-laws: Implementation of the approved, finalisation of outstanding, design and identification new by-laws	Improved regulatory environment
		I.3	Implementation of Disaster Recovery Plan (DRP)	Data retrieval/storage
		I.4	Enhance & improve legislative compliance	Attainment of transformation & strengthening of levels of institutionalisation
		I.5	Ensure provision of adequate & reliable information management systems	Effective and efficient information management
		I.6	Ensure realistic human resources development and effective Human Resource Management	Improved institutional performance
		I.7	Engage various stakeholders for training programmes support	
		I.8	Alignment of training programmes with needs	
		I.9	Ensure implementation of Performance	Institutional

KPA	Development challenge/issue	Code	Development strategies	Outcome
			Management System	accountability & attainment of municipal goals
		I.10	Implementation of Anti-Corruption and Fraud Prevention Strategy	Prevention of corruption & enhanced institutional accountability
		I.11	Ensure provision of efficient fleet management	Sustainable transport service
		I.12	Maximise monitoring, evaluation and reviewing of accountability systems	Improved transparency and fairness
		I.13	Provide effective legal services	Maximum compliance
		I.14	Ensure maintenance of municipal facilities	Safe environment
		I.15	Ensure compliance to applicable labour legislation	Productive & performance focused personnel & maximum compliance to legislation
		I.16	Mobilise for empowerment of IGR forums i.e IDP forum, LED forum etc	Functional forums
		I.17	Engage SDM, COGHSTA, and LEDET & MDB in devolving some of the feasible powers & functions i.e water provisions, roads and trade regulations etc.	More accountable Municipality, improved viability & increased role in bringing improved quality of life to local community
		I.18	Lobby for partnership with stakeholders in favour of popularisation & collective implementation of MTAS (Municipal Turn Around Strategy)	Municipal transformation, organisational development & good governance
	Reconfiguration of Municipalities	I.19	Lobby for partnership in favour of FTM retaining its institutional establishment in view of the sterling municipal performance highlighted in the Analysis Phase as well as mitigating strategies entailed	Sustainability of FTM as a leading & well-government Municipality
		I.20	Lobby for reconfiguration with similar municipalities	

3.7.3. Service Delivery and Infrastructure Development/Investment (Output 02)

This set of development strategies addresses the provision of basic services with improved infrastructure. The aim is to improve residents' quality of life through eliminating poverty and unemployment, improved literacy levels and reduced dependency ratios. The provision of the following services is seen as especially important: integrated human settlements, water, sanitation, electricity, roads, education, health and social development and safety and security.

Objective: "To facilitate for basic services delivery and infrastructural development / investment"

KPA	Development challenge/issue	Code	Development strategies	Outcome
Service Delivery and Infrastructure Investment	Shortage of 4032 housing units	S.1	Negotiate with COGHSTA for provision of adequate housing units	Access to housing by the needy
		S.2	Ensure housing provision is aligned to existing development not included in the SDF, and all other related spatial plans	Promotion of compact settlements
		S.3	Monitor execution of feasibility studies prior	Reliable and safe

KPA	Development challenge/issue	Code	Development strategies	Outcome
			construction to enable quality infrastructure	housing
		S.4	Facilitate Quality Assurance	Satisfied beneficiaries
		S.5	Explore opportunities for construction of social housing	Alternative housing schemes
		S.6	Identify strategic areas for large scale housing sites with potential for good supportive infrastructure	Integrated human settlement
		S.7	Ensure that low cost housing is integrated into existing villages	Preservation of cultural settlement patterns
		S.8	Engage COGHSTA for completion of all previous housing allocations	Satisfied beneficiaries
	Shortage of portable water and reliable water sources	S.9	Identify and prioritise villages with no water infrastructure	Access to water
		S.10	Submit to SDM for prioritisation of extension on bulk water to new areas	
		S.11	Monitor execution of feasibility studies prior construction to enable quality infrastructure	Quality assurance
	Poor operation and maintenance of water infrastructure	S.12	Highlight to SDM for improved and acceptable turnaround time	Timeous response
		S.13	Review and monitoring of WSP	Alignment /update
	Insufficient basic level sanitation services (85%) & unsanitary environment	S.14	Negotiate with COGHSTA& SDM for allocation of sufficient sanitation units to meet national target	Improved access to healthy sanitation
		S.15	Monitor execution of feasibility studies prior construction to enable quality infrastructure	Quality assurance
		S.16	Engage all targeted communities in sanitation awareness/education	Informed communities
		S.17	Facilitate monitoring of sanitation projects	Satisfied beneficiaries
	Post connection electricity backlog (10%)	S.18	Engage ESKOM in prioritisation of villages in line with the IDP's priority list	Broad coverage electrification Solar energy Street lights, Highmast
		S.19	Update data on households that need Post Connections with possibility of new projects	Access to electricity by all households
		S.20	Lobby for provision of solar energy	Access to solar energy
		S.21	Ensure availability of Business Plans for non-electrified households	Broad coverage electrification
	Declining statistics from FBE benefit to Non-collection from FBE configured beneficiaries	S.22	Intensify awareness to communities on registration and collection.	Informed communities
		S.23	Constant updating of beneficiary list/database	Reliable beneficiary data base. Benefit by all deserving
	Impassable roads (rocky, dongas etc)	S.24	Mobilise resources through engagements with SDM & DoRT for surfacing of roads	Improved accessibility & mobility within Fetakgomo
			Advocate maintenance & extension of roads through SDM & DoRT engagements	
	Huge storm water drainage backlog	S.25	Engage DoRT, SDM & other relevant authorities for provision of storm water drainage	
	Inadequate public transport	S.26	Negotiate for adequate, additional Great North Transport Busses and expansion of their bus routes.	
			Engage SDM for handover of taxi ranks located within FTM	
	Public transport conflict	S.27	Resuscitation of Local Transport Forum	

KPA	Development challenge/issue	Code	Development strategies	Outcome
			Engage DoRT regarding license issuance	
	Lack of Hospital	S.28	Follow up in partnership for converting of Nchabeleng Health Centre into Hospital	Improved access to health services
	Insufficient clinics	S.29	Lobby for partnership in favour of establishment of 5 clinics	
	Inadequate educational facilities & equipments	S.30	Engage Dept of Education for construction of schools, upgrading/renovation, extension of blocks, general infrastructural provision & equipments at schools	Educated community
	Inadequate safety and security operations	S.31	Follow up lobby for partnership in favour of SAPS for construction of police station i.e engage Department of Police	Improved access to services & law enforcement
		S.32	Lobby for partnership in favour of one Magistrate's Court.	
	Inadequate Home Affairs operations	S.33	Follow up lobby in partnership for construction of Home Affairs Offices i.e engage Home Affairs	Improved access to services of Home Affairs
	Inadequate waste management	S.34	Upgrade Food for Waste into a full refuse removal service & resource mobilisation to expand waste collection	Clean & healthy environment
			Promotion of environmental sound practices	
		S.35	Maintenance of the waste management assets (established/existing landfill sites, compactor truck etc)	Sustainable & affordable waste management services
		S.36	Mobilise financial resources for purchasing of TLB, construction of weighbridge & employment staff to sustain refuse removal	
	Cemeteries	S.37	Identification, prioritisation & provision of fencing and sanitary facilities at cemeteries	Human dignity & healthy environment
	Disaster management	S.38	Mobilisation of & provision of relief to disaster victims	Disaster prevention, preparedness and response
			Educate communities about disaster management	
			Lobby for partnership (i.e SDM) in favour of provision/location of Disaster Management Centre within FTM	
			Orientate personnel & stakeholders about the municipal Disaster Recovery Plan (DRP)	
	Poor network (cell phone, TV & radio) coverage	S.39	Follow up with SENTECH, ICASA, Cell phone operations & relevant authorities for strengthening network coverage within Fetakgomo. Explore temporary network signal.	Effective communication
	Inadequate access to telephones	S.40	Lobby for TELKOM in favour of provision of landline/telephone facilities	
	High infrastructural backlog	S.41	Development of Municipal Infrastructural Investment Framework (MIIF)	Economic growth & development
		S.42	Finalisation of Comprehensive Investment Plan	

3.7.4. LED (Output 03)

The long-term goal of the municipality is to promote local economic growth and development through coordination and facilitation of local, provincial and national economic initiatives.

Objective: "To promote local economic development in the Fetakgomo municipal area"

KPA	Development Challenge/issue	Code	Development strategies	Outcome
Local Economic Development	Weak environment for local economic development	L.1	Facilitate creation of casual, temporary and permanent jobs through LED initiatives and Public-Private-Partnerships	Poverty alleviation
		L.2	Mobilise for the implementation & review of the LED Strategy/Plan	Improved local economy
		L.3	Mobilise support for local farmers	Increased capacity
		L.4	Promote and support community-based income generating projects for sustainability	Self-reliant SMMEs and other related local economic initiatives
		L.5	Development of MIIF (Municipal Investment Infrastructure Framework)	Business Expansion and retention
	Inadequate /dormant tourism	L.6	Promote awareness & popularise tourism plan.	Exploited tourism opportunities
			Marketing & mobilisation of resources for development of identified/profiled tourism sites to enhance sector competitiveness	
		L.7	Encourage preservation of cultural heritage site	Preserved heritage sites
	Lack of small scale industries linked to mining	L.8	Mobilise resources to support the establishment of small scale industries linked to mining	Value chain creation
		L.9	Establish partnership with existing mines and other key stakeholders to support local economic development	Business opportunities for SMME's
	Poor linkages of SMMEs to available opportunities	L.10		
	Limited mining contribution to community development	L.11	Influence/input in mines' social responsibility plans and monitor implementation Establish Mining Forum	Improved economic activity
	Agriculture at small scale	L.12	Maintain partnership with the Department of Agriculture for preservation & exploration of land productivity	Food security
			Enhance sector competitiveness	
	Skill deficit	L.13	Follow up with the Dept of Education, UNIVEN & other stakeholders regarding optimum utilisation of Sekhukhune College	Educated community

3.7.5. Financial viability (Output 06)

If Fetakgomo Municipality is to perform its functions effectively and achieve its developmental outcomes, it needs to improve its financial viability. The development strategies below work towards the realisation of this goal.

Objective: "To improve municipal finance management"

KPA	Development challenge/issue	Code	Development strategies	Outcome
Financial viability	Limited revenue base	F.1	Concentrate on collection of revenue from the following potential sources. Traffic function (Learners' drivers license, renewal & registration of motor vehicles & testing services) Property rates Renting of Council facilities Billboards tariffs Building Regulations Refuse removal and collection Land use application	Financially viable & sustainable municipality
	Resistance by property owners to pay property rates	F.2	Implementation of certified valuation roll & compilation of supplementary valuation roll	Improved revenue base Credible valuation roll &
	Inadequate debt collection rate	F.3	Maximum debt collection rate (hand over debtors to debt collectors)	Increased revenue
	High grant dependency / indigent community	F.4	Engaging LEDET on devolution of trade regulation function	Diversified revenue sources
		F.5	Investment	Financial viability
		F.6	Provision of basic services to the indigent community	Satisfied customers / low grant dependency
	High rate of unemployment	F.7	To ensure effective implementation of the indigent policy	

3.7.6. Good governance and public participation (Output 05)

It is felt that deepening of public participation will enhance the skills and capacity of the community by using their indigenous knowledge systems to influence their own development. This notion will tally well with the statement that "Development is for the people with the people" In this context, the Municipality strives to integrate special programmes (HIV/AIDS and care of vulnerable groups) in a more meaningful manner to ensure sustainable service delivery. The municipality further ensures that the beneficiary communities are consulted on municipal programmes prior, during and post implementation.

Objective: "To enhance good governance and public participation"

KPA	Development challenge/issue	Code	Development strategies	Outcome
Good Governance and Public participation	Non-attendance by some stakeholders of IGR structures (governance systems) which impacts on institutional performance	GM.1	Strengthening the support model for governance structure	Adequate institutional governance system
		GM.2	Bench mark for improvement	Good governance
		GM.3	Employ customized capacity building for governance structure	Capacitated stakeholders governance structure
		GM.4	Support & strengthen existing forums i.e IDP Forum, Magoshi Forum etc	Structured participation
		GM.5	Ensure integrated service delivery & support for cross cutting issues	Co-operative governance & social accountability
		GM.6		
		GM.7	Ensure alignment of community outreach and public participation programmes from all spheres of government	Informed communities
		GM.8	Improve municipal wide communication	

KPA	Development challenge/issue	Code	Development strategies	Outcome
	HIV/AIDS prevalence	GM.9	Forge partnership with stakeholders	Reduce the rate of HIV/AIDS infection
	Minimal participation of designated groups	GM.10	Strengthening support for Youth Council, Women Council, Disability Council, children & moral regeneration	Mainstreaming and integration of focus groups' interests into municipal development planning enterprise
	Non-functionality of Sports Council	GM.11	Source & develop mechanisms for efficient sport activities	Improved sport & recreation

The strategies above have been aligned with or are the consolidation of the Municipal Turn Around Strategy (MTAS). Also at the realm of these strategies is the incorporation of the principles of sustainable development. The strategies in question result in the identification of projects (also linked to MTAS) which is the subject of some discussion in the subsequent chapter. As with the afore-formulated strategies, the projects are not intended to break from the principles of sustainable development.

CHAPTER 4 PROJECTS PHASE

This chapter depicts key projects for the coming year as aligned to the budget. A mixture of both capital and some operational items are reflected. A large number of the projects particularly capital projects will be implemented in terms of Expanded Public Works Programme, thereby providing means of training and job opportunities. Serious effort has been taken to align the projects with the interventions proposed in the Municipal Turn Around Strategy.

4.1. Projects Implemented by the Fetakgomo Local Municipality

KPA 1: SPATIAL RATIONALE (OUTPUT 04)

Strategic Objective: ***“To promote integrated human settlement and agrarian reform”***

Project	Project Programmes /	Performance Indicators	2014/15 Targets	Budget & Targets				Responsible Department
				2014/15	2015/16	2016/17	Overall Total	
FTM/SR 1	Implementation of LUMS/SDF.	# of workshops held with Magoshi on Land Use & spatial planning.	2 Magoshi Indaba.	R30 000	R32 400	R34 668	R 97 068	Development Planning
		Turnaround time in processing land use applications received.	14 days.					
		Turn around time in approving Building Plans submitted.	14days.					
FTM/SR 2	Township Establishment.	# of initiatives towards township establishment.	3 initiatives.	R5 400	R5 832	R6 240	R17 472	Development Planning / COGHTA
		Implementation of Court Order in removing unlawful invasion on ptn2.	0 invasions on ptn 2.					
FTM/SR 3	GIS.	Turnaround time in uploading municipal data (Asset Register/property) on GIS from delivery (completion) date.	7days.	R40 000	R43 200	R46 224	R129 424	Development Planning
FTM/SR 4	Geo-graphical names committee support.	# of meetings held.	4 GNC meetings.	R5 000	R5 400	R5 778	R16 178	Development Planning
		# of GNC reports submitted to Council.	2 GNC reports submitted to council.					
The project (FTM/SR 2) which required Environment impact Assessment (EIA) it was done accordingly.								

KPA 2: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT (OUTPUT 1 & 7)

Strategic Objective: "To strengthen institutional efficiency and governance"

Project	Project Programmes /	Performance Indicators	Budget & Targets				Overall Budget	Responsible Department
			2014/15 Targets	2014/15	2015/16	2016/17		
FTM/T1	IDP/Budget Review.	Credible IDP/Budget for 2015/16.	Process Plan for 2015/16 IDP/Budget	R 80 000	R 86 400	R92 448	R258 848	Development Planning / Budget & Treasury
			Final IDP/Budget for 2015/16 f/y adopted.					
FTM/T2	Implementation of MTAS.	# of reports generated.	4 Reports.	N/A	N/A	N/A	N/A	Corporate Services
FTM/T3	Policies.	# of policies developed.	1 Recruitment and Retention Strategy.	N/A	N/A	N/A	N/A	Corporate Services
		# of policies reviewed	7 Policies:					
			*Youth Policy Framework.					
			*HR Policy.					
			* Internship Policy.					
			* Education, Training and Development.					
			* EAP Policy.					
			* Task Job evaluation policy.					
			* Attendance and Punctuality.					
FTM/T4	Individual PMS.	# of performance agreements developed & signed within legal framework.	5.	N/A	N/A	N/A	N/A	Corporate Services
		# of performance commitments	38.					

		developed.						
		# of Individual Performance Review.	2.					
FTM/T5	Traffic Function Implementation.	# of operations mounted.	8 Operations (4 Road Blocks, 4 Road Safety Awareness Campaigns).	N/A	N/A	N/A	N/A	Community Services
		Amount raised from Traffic Offences	Traffic fines R 550 000					
FTM/T6	IT Support.	#of reports on consistence IT improved environment.	4 reports on:	N/A	N/A	N/A	N/A	Corporate Services
			-Functional Email system.					
			-Leased IT equipment.					
			-Functional internet.					
		# of ICT Steering Committee Meetings.	4 Meetings.					
		# Of quarterly service provider performance reports.	4 Reports.					
		# of reports generated on IT Customer Care Plan.	4 reports.					
		# of reports on facilities connected.	2 reports.					
			-Mohlaletse Community hall FATSC.					
		# Of reports generated on the Implementation of DRP.	4 reports.					
			-off-site back-up.					
			-hard drives.					
			-tapes.					
			- Log.					
			-CDs.					
FTM/T7	HR Development.	Completion date in developing 2014/15 WSP	30 th April 2015	R410 000 00	R 450 000	R 480 000	R 1340 000	Corporate Services
		Functionality of Training Committee	3 meetings held					
		# of quarterly Training Reports compiled.	4 Reports					
		# of quarterly reports on employee wellness.	4 reports.					

FTM/T8	Human Resource Management.	Turn around time in filling vacant posts	90 days	N/A	N/A	N/A	N/A	Corporate Services
		# of HR Policy Briefing Sessions held.	4 sessions.					
FTM/T9	Employment Equity.	Date of submission of the reviewed EEP	31 st March 2015.	N/A	N/A	N/A	N/A	Corporate Services
		Submission date of EE Report	31 st Janaury 2015.					
FTM/T10	Occupational Health and Safety (OHS).	Fucntionality of OHS committee	4 meetings held	N/A	N/A	N/A	N/A	Corporate Services
FTM/T11	Labour Relations.	Functionality of LLF	12 meetings held.	N/A	N/A	N/A	N/A	Corporate Services
			4 reports generated.					
FTM/T12	Skills Programme.	Functionality of Bursary Committee	4 meetingsn held	R300 000	R324 000	R346 680	R970 680	Corporate Services
		# of external bursaries offered	Continual Support to 4 needy learners					
		# of internal bursaries offered	Continual Support to 3 employees					
		% spent on training EPWP workers	100%	R396 000	R235 440	R251 920	R883 360	
		% spent on training ward committee members	100%	R180 000	R450 000	R481 500	R1 111 500	
		# of experiential learners placed	5	R382 000	R442 680	R473 673	R1 298 364	
		# of Councilors trained	12	R200 000	R216 000	R231 120	R647 120	Corporate Services
		% budget spent in implementing WSP	100%	R1 486 000	R1 581 840	R1 692 568	R4 760 408	Corporate Services
FTM/T13	Fleet Management.	# of quarterly reports generated on fleet management services.	4	N/A	N/A	N/A	N/A	Corporate Services
FTM/T14	Facilities.	# of quarterly reports generated on facilities management services.	4	N/A	N/A	N/A	N/A	Corporate Services

FTM/T15	Legal services.	% updating of Municipal Code	100%	R907 200	R 979 776	R1048 360	R 5336 293	Corporate Services
		# of quarterly reports on legal issues	4 Reports					
		Compilation date of Litigation Register	31 st July 2014					
		Turnaround time in responding to legal issues	21 days					
FTM/T16	Thusong Service Centres	# of quarterly Operational reports	4 reports	N/A	N/A	N/A	N/A	Corporate Services
		# Outreach programs conducted	2 Outreach programs	N/A	N/A	N/A	N/A	Corporate Services
FTM/T16	PMS	% implementation of the PMS framework.	100% Implementation of PMS to level 3 & 4 Officers.	N/A	N/A	N/A	N/A	Corporate Services
		% development of SDBIP.	100% SDBIP developed (2015/16).					
		% Annual Report developed.	100%					
		# of SDBIP quarterly reports	4.					
		# of performance agreements developed & signed within legal framework.	5.					
		# of performance commitment developed.	38.					
		# of Individual Performance Review.	2.					
	No projects required EIA.							

KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objective: To facilitate for improved service delivery and infrastructural development/investment

Project	Project/Programmes	Performance Indicators	2014/15 Targets	Budget and Targets			Overall Budget	Responsible Department
				2014/15	2015/16	2016/17		
FTM/SD 1	FBE.	# of campaigns held.	12 FBE campaigns.	R 1 700 000	R1 870 000	R2 000 900	R5 570 900	Technical Services
		Turnaround time in processing the applications received.	5 working days.					
		Turanorund time in giving prospective beneficiaries feedback on the status of their applications.	60 working days.					
FTM/SD2	High mast lights	Completion date for installation of High Mast Llights.	30 TH June 2015 (24 High Mast lights installed).	R 1 000 000	R3750 946	R 6 000 000	R10 750 946	Technical Services
FTM/SD3	Upgrading of sports complex	Completion date in designing for upgrading Sports Complex.	30 th June 2015 (100% projects completed).	R4 200 000	N/A	N/A	R4 200 000	Technical Services
FTM/SD4	Fetakgomo Internal Streets	Completion date for paving of internal streets.	30 th June 2015 (100% construction of 12km paved inetranl streets.	R 7 437 520	R9 000 000	R7 500 000	R23 937 520	Technical Services
FTM/SD 5	Upgrading of cemeteries	# of cemeteries fenced with palisade.	30 th June 2015 (100% construction of palisade fence, 2 access gates and environ loo toilet).	R 4 394 960	R8 000 000	R10 546 160	R229 41120	Technical Services
FTM/SD6	Ugrading of Apel recreational park	completion date for ugrading of Apel recreational park	30 September 2014	R2 500 000	N/A		R 2 500 000	Technical Services
FTM/SD7	MTSC	Completion date for drilling of borehole and Construction of Ablution facilities at MTSC	30 th June 2015	R70 000	N/A	N/A	R70 000	
FTM/SD8	Strydkraal Community Hall	Completion date for drilling of borehole at Strydkraal Community GHall	30 th June 2015	R30 000	N/A	N/A	R30 000	
FTM/SD 9	Maintenance of completed projects	# of completed projects maintained.	10(High mast, Thusong) facilities.	R300 000	R 324 000	R 346 680	R970 680	Technical Services
FTM/SD 11	Refuse removal.	# of refuse removal related equipments acquired	600 rubbish bins	R 4 058 100	R 3875 143	R 3608 650	R 11541 893	Community Services

		# of households serviced	9000 households serviced					
		# of businesses & gov depts serviced	4 reports					
		# of EPWP performance reports	4 reports					
		Completion date of MoU with recyclers	31 st March 2014					
		# of Environmental Awareness Campaign	4					
No projects required EIA. The upgrading of landfill site above is part of a contribution in mitigation of climate change.								
Note: projects to be included:								

KPA 4: LOCAL ECONOMIC DEVELOPMENT (OUTPUT 3)
Strategic Objective: “to promote economic development in the Fetakgomo Municipal area”

Project	Project /Programmes	Performance Indicators	Budget and				Overall Budget	Responsible Department
			Targets					
			2014/15 Targets	2014/15	2015/16	2016/17		
FTM/LED 1	Local Tourism	#of tourism development initiatives undertaken.	01 updated tourism Brochure	R50 000	R54 000	R57 780	R161 780	Development Planning
		#of tourism events participated.	2 tourism events participated (including Fetakgomo Fashion Show)					
FTM/LED 2	Farmers' Support	# of farming cooperatives supported through Request for Proposals (RFP) process.	03 farmer's cooperatives supported.	R500 000	R 540 000	R 577 800	R 1 617 800	Development Planning
FTM/LED 3	Local Business Support	# of Cooperatives / SMMEs empowerment initiatives held.	12 trainings/workshops facilitated	R 70 000	R 75 600	R80 892	R 226 492	Development Planning
			04 Business exhibitions held					
FTM/LED 4	YES (Youth Enterprise Support)	#of youth cooperatives supported through Request for Proposal processes.	2 cooperatives supported	R 200 000	R 216 000	R 231 000	R 647 000	Development Planning
FTM/LED 5	Strategic Partnership	# of Strategic Initiatives.	1 initiative.	N/A	N/A	N/A	N/A	Development Planning
FTM/LED 6	LED Strategy Implementation/re view	# of LED Fora facilitated.	4 LED Forums meetings.	R30 000	R54 000	R57 780	R161 780	Development Planning
		# of FMSF held.	4					
		Completion date for the review of the LED Strategy.	30 June 2015					
FTM/LED 7	Job Creation	# of jobs created through municipal LED Initiatives.	1600 jobs created through Municipal supported Initiatives.	N/A	N/A	N/A	N/A	Development Planning
No projects required EIA								

KPA 5: FINANCIAL VIABILITY (OUTPUT 6)
Strategic Objective: “To improve municipal finance management”

Project	Project Programmes /	Performance Indicators	Budget and Targets				Overall Budget	Responsible Department
			2014/15 Targets	2014/15	2015/16	2016/17		
FTM/FV 1	Revenue management	% debt collected from billed revenue.	Rental of facilities 98% (R153400)	N/A	N/A	N/A	N/A	BTO
			Refuse removal 30% (R 102600)					
			Property rates 30%(R 2700 000)					
FTM/FV 2	Asset and inventory management	# of asset maintenance report (monthly reports)	12 reports	R1 750 000	R2 138 000	R2287660	R6175660	BTO
		# of Asset counts conducted.	12					
		Turnaround time in insuring assets	30 days					
		# of inventory reports	12					
		# of inventory count conducted	12					
FTM/FV 3	Budget & financial reporting	# of MFMA compliance reports submitted. Turnaround time AFS submission.	12 Monthly Reports (s71).	N/A	N/A	N/A	N/A	BTO
			4 Quarterly Reports (s52).					
			2 Budget Adjustment Reports (Annual & Technical) (s28).					
			1 Mid-Year Report (s72).					
			12 Bank Reconciliation.					
			12 Petty Cash Reconciliations.					
			12 Debtors and Creditors reconciliations.					
			12 Payroll reconciliations.					
			Timeous submission of AFS.					

FTM/FV 4	SCM implementation	Frequency in updating the database	4 times	N/A	N/A	N/A	N/A	BTO
		Completion date in reviewing Demand Management Plan (DMP)	30 th June 2015 for 2015/16 f/y.					
		# of key SCM reports	4 SCM reports submitted -Deviation Report -Tenders awarded report -Purchase order report - Service providers' performance report					
FTM/FV 4	SCM implementation	% bids awarded to SMME's.	80% of bids awarded to SMME's.	N/A	N/A	N/A	N/A	BTO
		% bids awarded to local SMME's	50% of total procurement.to local SMMEs	N/A	N/A	N/A	N/A	BTO
		% tenders above R100 000 submitted to National Treasury	100%	N/A	N/A	N/A	N/A	BTO
		% of construction tenders advertised on the CIDB website	100% construction tenders advertised on the CIDB website	N/A	N/A	N/A	N/A	BTO

FTM/FV 5	Review of finance and strategies	# of policies reviewed.	11 policies developed and reviewed.	N/A	N/A	N/A	N/A	BTO
			1. Bad-debts Policy.					
			2. Credit and Debt policy.					
			3. Tariff Policy.					
			4. Property Rates Policy.					
			5. Cash Shortage Policy.					
			6. SCM Policy.					
			7. Asset Management Policy.					
			8. Budget andvirement Policy.					
			9. Indigent Management Policy.					
			10. Cash and Investment Policy.					
			11. Finance Procedure Manual.					
FTM/FV 6	Expenditure management	Turnaround time for payment of creditors.	Creditors paid within 30 days.	N/A	N/A	N/A	N/A	BTO
FTM/FV 7	Indigent register management	# of FBE & FBRR reports generated.	4 Reports.	N/A	N/A	N/A	N/A	Technical Services
FTM/FV 8	Operation clean audit	# of irregular expenditure reduced.	0 irregular expenditure.	N/A	N/A	N/A	N/A	BTO
		# of fruitless & wasteful expenditure.	0 fruitless expenditure.					
		# of unauthorized expenditure.	0 unauthorized expenditure.					
		# of material misstatement of AFS.	0					
		# of FTM's employees doing business with FTM reduced.	0					
No projects required EIA.								

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION (OUTPUT 05)
Strategic Objective: To enhance good governance and public participation

Project	Project/Programmes	Performance Indicators	Budget and Targets				Overall Budget	Responsible Department
			2014/15 Targets	2014/15	2015/16	2015/2016		
FTM/GPP 1	Ward Committees' Support	Functionality of Ward Committees	4 reports generated on issues raised and processed	N/A	N/A	N/A	N/A	Council & Executive Support
			12 ward committee consolidated reports generated					
FTM/GPP2	Special Programmes	# of HIV/AIDS initiatives	4 Initiatives	R220 000	R237 600	R254 232	R 711 832	Council & Executive Support
		# of LAC ⁷ Reports generated	2 reports					
		# of youth development initiatives	3 initiatives					
		# of disabled people initiatives unfolded	2 initiatives					
		# of children initiatives unfolded	2 initiatives					
		# of gender support programmes initiated	2 initiative					
		# of elderly programmes supported	1 initiative					
		# of initiatives towards Mandela Day	4 initiatives					
		# of Moral Generation initiative	2 initiatives					

⁷Local Aids Council

FTM/GPP3	Council and Event Public participation	Functionality of EXCO meetings	4 EXCO meetings held	R424 100	R250 000	R267 500	R741 600	Corporate Services
			All EXCO Resolutions Implemented					
		Functionality of Council	4 Ordinary council meetings held					
			4 Special Statutory Council meetings					
		# of IDP/Budget public participation sessions held	5 sessions *1 Municipal wide session *4 Sectoral					
FTM/GPP4	Marketing & Publicity	# of News Letters produced.	4 editions of quarterly newsletter	R354 000	R 382 320	R 409 082	R 1 145 402	Council & Executive Support
		Completion date for Website revamp	Revamped website by 30 th June 2015					
		# of media relations initiatives.	4 initiatives					
		Video profiling FTM.	1 complete video profiling the FTM					
FTM/GPP 5	Coordination of Sports, Arts & Culture	# of events supported.	4 events	R100 000	R109 000	R116 630	R325 630	Community Services
		# of Sports Makgotla.	1 Sports Lekgotla					
FTM/GPP 6	Security	# of security related incidents reduced.	0	N/A	N/A	N/A	N/A	Corporate Services

FTM/GPP 7	Corporate Performance Management System (PMS)	# of Performance Makgotla.	100% completion of the Annual Report	N/A	N/A	N/A	N/A	Corporate Services
		#. of in- year reports generated.	-25% (Annual Performance Report)					
		% completion of the Annual Report in place within stipulated timeframe.	-50% (compilation of Draft Annual Report)					
			-75% (Tabling of Draft Annual Report: 31 January 2015)					
			-100% (Oversight Report : 31 March 2015)					
FTM/GPP 8	Intergovernmental Relations	# of reports generated on support of YAC, CDW & SAWID	4 reports on support for YAC , CDWs & SAWID (office space, transport & printing facilities)	N/A	N/A	N/A	N/A	DVP
		# Of IGR Fora.	1					
FTM/GPP 9	Internal Audit	# of risk based audits conducted	4 risk based audits conducted	R100 000	R400 000	R428 000	R928 000	M M's Office
		# of PMS audits conducted	4 PMS audit reports					
		# of follow up audits conducted	2 Internal Audit follow- up Report					
		Completion date in reviewing Internal Audit Plan	Development and Approval of Internal Audit plan for 2014/15					
		Completion date in reviewing Internal Audit Charter Review	Review and Approval of Internal Audit Charter for 2015/16					
		Completion date in reviewing Audit Committee Charter	Review and Approval of Audit Committee Charter for 2015/16					
FTM/GPP 10	External Audit	# of findings & recommendations implemented from 2013/14 audit report	AG follow-up Audit report	R 1 500 000	R 1 988 000	R 2 127 160	R5 615 160	Budget & Treasury

FTM/GPP 11	Support to Oversight Structures (Audit Committee & MPAC)	# of Audit Committee reports submitted to Council.	4 audit committee reports.	R300 000	R324 000	R346 680	R970 680	M M's Office
		# of special audit committee meetings held.	2 special meetings.					
		# of MPAC meetings held.	4 meetings					
FTM/GPP 12	Fraud Prevention and Risk Management	# of fraud prevention initiatives.	4 initiatives.	R 200 000	R250 000	R 300 000	R 750 000	Corporate Services/MM's Office
		# of risk management reports.	4 reports.					
		# of policies reviewed.	Reviewed Anti-Fraud Prevention Strategy and Risk Management Policy					
		# of Risk Registers developed	Review and development of 02 Risk Registers *Strategic Risk Register *Operational Risk Register					
FTM/GPP 13	Customer Care	Turnaround time for issues reported and addressed.	21 days.	N/A	N/A	N/A	N/A	Corporate Services
			-Community.					
			-Presidential hotline.					
			-Petition Committee.					
			-Public Protector.					
			-Premier's hotline.					
			-COGHSTA's hotline.					
			-Compliments & Complaints Register.					
No projects required EIA.								

PROJECTS BY OTHER SECTORS
KPA 3: BASIC SERVICES AND INFRASTRUCTURAL DEVELOPMENT (OUTPUT 02)

Project No.	PROJECTS	CAPITAL INVESTMENT PER FINANCIAL YEAR					
		2014/15	2015/16	2016/17	Connections	Total ®	Responsible / implementing agent
ELECTRICITY							
FTME-01	Debeila/Mabopo, Magotwaneng, Mashung/Tlakale, Masweneng, Mmashaku	R577 500.00	N/A	N/A	35	R577 500.00	ESKOM
FTME-02	Maesela/Mahlabaphooko ph2	R495 000.00	N/A	N/A	30	R495 000.00	ESKOM
FTME-03	Apel, Matlala, Mashabela, Mooiplats, Sekurung, Strydkraal A & B, Thabanaseshu, Thobehlale	R1 567 500.00	N/A	N/A	95	R1 567 500.00	ESKOM
FTME-04	Marakwaneng & Matsimela	R825 000.00	N/A	N/A	50	R825 000.00	ESKOM
FTME-05	Mahlabeng, Mokgotho, Monametse, Mooilyk & Tjibeng	R2 805 000.00		N/A	170	R2 805 000.00	

Project	Project /Programmes	Budget and Targets				Overall Budget	Responsible Department
		Performance Indicators	2014/15	2015/16	2016/17		
SEKHUKHUNE DISTRICT MUNICIPALITY							
FTM/SD1	Olifantspoort South Regional WS Scheme	% completion	R 30 000 000	N/A	N/A	R 40 000 000	SDM
FTMSD 2	Water reticulation Fetakgomo hotspots project	% completion	R1 503 000	R 1 879 000	N/A	R 3 382 000	SDM
FTMSD 3							
FTMSD 4	Apel Sewer WWWTW	% completion	R 22 000 000	R 6 500 000	N/A	R 28 500 000	SDM

Project No.	PROJECTS	Project Description	CAPITAL INVESTMENT PER FINANCIAL YEAR			
			2014/15	2015/16	Total budget	Responsible/ Implementing Agents
Bokoni Platinum Mine						
FTM/BP.01	Maruping	Acess Road	R100 000	R100 000	R 200 00	
	Selepe		R 500 000	R 500 000	R 1000 000	
	Manotwane		R 100 000	R 100 000	R 200 000	
	Malomanye		R 100 000	R 100 000	R 200 000	
	Sefateng		R 50 000	R 50 000	R 100 000	
	Monametse		R 100 000	R 100 000	R 200 000	
	Mokgotho		R 50 000	R 50 000	R 100 000	
FTM/BP.02	Mokgotho Creche	Early childhood development centre	R 43 000	n/a	R 43 000	
FTM/BP. 03	Motsosi Water Project	Borehole, construction of 2water reservoirs, reticulation and installations of stand pipe.	n/a	R 1 3 000 000	R 1.3 000 000	
FTM/BP. 04	Sefateng Bulk Water Project		R 3000 000	R 6 000 000	R 9000 000	
FTM/BP.05	D4180 Roads repair		R 1.2 000 000	R 2 000 000	R 3.2 000 000	
FTM/BP.06	Motsotsi Bridge	Upgrading the current bridge		R 4.5 000 000	R 4.5 000 000	

Project No.	PROJECTS	Project Description	CAPITAL INVESTMENT PER FINANCIAL YEAR			
			2014/15	2015/16	Total budget	Responsible/ Agents Implementing
ROADS AND TRANSPORT						
FTMR01	Fetakgomo	Household based routine road maintenance	Conditional Grant		Conditional Grant	DRT

Project No.	PROJECTS	CAPITAL INVESTMENT PER FINANCIAL YEAR			
		2014/15	2015/16	Total ®	Responsible implementing agent
HOUSING					
FTMH-01	RDP (Rural Programme) 310 housing units for 2014/15 <ul style="list-style-type: none">Ward 03- 170 unitsWard 05- 80 unitsWard 09- 30 unitsWard 11- 30 units		Unspecified budget		COGHSTA

Project No.	PROJECTS	Project Description	CAPITAL INVESTMENT PER FINANCIAL YEAR			
			2014/15	2015/2016	Total	Responsible / implementing agent
HEALTH						
FTMH -01	Selepe Clinic	Clinic upgrade to standard	R457 000	N/A	R457 000	Department of Health
FTMH -02	Construction of Apel Police Station	Site Clearing and Constriction of Apel Police Station	Not Sspesified	R55 580.340	R55 580.340	SAPS

KPA 4 LOCAL ECONOMIC DEVELOPMENT (LED)

Project No.	PROJECTS	Village/Area	CAPITAL INVESTMENT PER FINANCIAL YEAR				
			2014/15	2015/16	2016/17	Total	Responsible /implementing agent
AGRICULTURE							
FTMA-01	Irrigation infrastructure	Bapedi breeders	R109 382	N/A	N/A	R109 382	Dept. of Agriculture
FTMA-02	Provision of seeds and mechanisation services	Radingwana, Phaahlamanoge, Seroka,Mashabela, Matlala, India Nchabeleng, Mphanama, Tjibeng Mporoane,Lepellane,Phashaskraal, Rostok, Manotoane	R 4.5m	N/A	N/A	R4.5m	Dept. of Agriculture
Elephants River Granite (PTY) LTD							
FTME10	Two Boreholes at Makitlaneng and Difoeng	Masehleng	R 50 000	N/A	N/A	R 50 000	Elephants River Granite
FTME11	Support of Mashilabele Poultry and Gardening Project	Mashilabele	R 50 000	N/A	N/A	R 50 000	Elephants River Granite
FTME 12	Creation of the access Bridge	Ga-Seroka (Malaeng)	N/A	R 50 000	N/A	R50 000	Elephants River Granite

Project No.	PROJECTS	Village/Area	CAPITAL INVESTMENT PER FINANCIAL YEAR				
			2014/15	2015/16	2016/17	Total	Responsible /implementing agent
BOKONI PLATINUM MINE							
FTM/BP.01	SMME Development		R 50 000	R 30 000	R 40 000	R 120 000	Bokoni Platinum Mine
FTM/BP.02	Poltry farming	Mosotsi	R 300 000	R 50 000	R 50 000	R 400 000	
FTM/BP.03	Farming project	Mosotsi	R 250 000	R 250 000	n/a	R 500 000	
FTM/BP.04	Chicken/ crop farming		R 5 200 000	R 1.2 000 000	R 400 000		
FTM/BP.05	Monametsi project		R 500 000	n/a	n/a	R 500 000	
FTM/BP 06	Komanchas		R 500 000	R 500 00	R 500 000	R 1 5000 000	
FTM/BP 07	Disabled project		R 1 000 000	n/a	n/a	R 1 000 000	
FTM/BP 08	Farming	Strydkraal	R 287 407	n/a	n/a	R 287 407	
FTM/BP 09	Fetakgomo Hydroponics		R 114 000	n/a	n/a	R 114 000	
FTM/BP10	farming project	Mafeane	R 100 000	R 200 00	n/a	R 300 000	

KPA6: GOOD GOVERNANCE & PUBLIC PARTICIPATION

Project No.	PROJECTS	Project Description	CAPITAL INVESTMENT PER FINANCIAL YEAR			
			2014/15	2015/2016	Total	Responsible / implementing agent
Good Governance and Public Participation						
FTMG-1	Maintenance of Fetakgomo library	Maintenance of library	R250, 000	N/A	R250, 000	DSAC

Project No.	PROJECTS	Project Description	CAPITAL INVESTMENT PER FINANCIAL YEAR			
			2014/15	2015/2016	Total	Responsible implementing agent /
Education						
FTME-1	Apel circuit Office	Renovate circuit office building	N/A	R3 000 000	R3 000 000	LDPW
FTME-2	Jacob Marwale Primary School	Build 5 classrooms, admin block and nutrition centre	R3 000 000	N/A	R3 000 000	IDT
FTME-3	Modipa Secondary School	Replace the roofs of 15 classrooms and build nutrition centre	R3 750 000	N/A	R3 750 000	LDPW
FTME-4	Moloke Combined School	Build 16 classrooms, 20 envirolloos, admin block, nutrition centre, provide fencing and drill and equip borehole	R3 000 000	R3 000 000	R6 000 000	LDPW
FTME-5	Motsepe Primary School	Build 8 classrooms and nutrition centre	R3 000 000	R1 730 000	R4 730 000	IDT
FTME-6	Malengine Secondary School	Build 5 classrooms, 2 multipurpose classrooms and nutrition centre	R3 000 000	R2 300 000	R5 300 000	IDT
FTME-7	Potlake Secondary School	Build nutrition centre, renovate 12 classrooms, admin and science lab	R3 000 000	R1 635 000	R4 635 000	IDT
FTME-8	Tlouphuti Secondary School	2 multipurpose classrooms and nutrition centre	R3 000 000	R3 000 000	R6 000 000	IDT
FTME-9	Phooko Primary School	Build 4 classrooms, 1 multipurpose classrooms and nutrition centre	R3 000 000	R260 000	R3 260 000	IDT
FTME-10	Tsweele Primary School	Build 8 classrooms, nutrition centre, multipurpose classrooms, guard toilet. Demolish 3x3 classrooms blocks and existing pitlatrines	R3 000 000	R2 800 000	R5 800 000	LDPW

4.3 FETAKGOMO PROJECTS FOR OUTER YEARS

Project	Project/Programmes	Performance Indicators	2014/15 Targets	Budget and Targets		Overall Budget	Responsible Department
				2015/16	2016/17		
FTM/SD 1	FBE.	# of campaigns held.	12 FBE campaigns.	R1 870 000	R2 000 900	R387 0900	Technical Services
		Turnaround time in processing the applications received.	5 working days.				
		Turanorund time in giving prospective beneficiaries feedback on the status of their applications.	60 working days.				
FTM/SD 2	High mast lights	Completion date for installation of High Mast Lights.	30 TH June 2015 (22 High Mast lights installed).	R3750 946	R 6000 000	R9750946	Technical Services
FTM/SD 4	Fetakgomo Internal Streets	Progress towards completion of paving of internal streets.	30 th June 2015 (100% construction of 12km paved internal streets).	R9 000 000	R7 500 000	R1650000	Technical Services
FTM/SD 5	Upgrading of cemeteries	# of cemeteries fenced with palisade.	30 th June 2015 (100% construction of palisade fence, 2 access gates and environ loo toilet).	R8 000 000	R10 546 160	R18 546 460	Technical Services
No projects required EIA. The upgrading of landfill site above is part of a contribution in mitigation of climate change.							

CHAPTER 5 INTEGRATION PHASE

This chapter presents an integration phase of this IDP. It sums up the FTM's overarching frameworks, policies, strategies and sector plans that seek to synergic ally address the challenges identified in the analysis phase and promote the principles of sustainable development. These will be discussed in accordance with the KPAs.

5.1. SPATIAL RATIONALE: SECTOR PLANS

Sector Plan	A brief description and overview
Spatial Development Framework (SDF)	<p>In terms of s26(e) of MSA (no.32 of 2000) the FTM has adopted the Draft SDF in March 27 2013 council resolution no: (C99/13) to make provisions for basic guidelines for land use management system for the Municipality and examines spatial implications of the socio-economic-politico dynamics of the municipality. The SDF is aligned to the District SDF, PSDF, LEGDP and NSDP. It forms a legally binding component of the IDP. It attempts to analyse and understand settlement patterns within the FTM and therefore sets the basis for development of land use management system. It formulates spatial development scenarios and determines hierarchy of settlement to a desired spatial form. Central to SDF is to promote a structured development in all settlements within the FTM. The contents of the SDF are guided by the Local Government Municipal Systems Act (no.32 of 2000) and the Local Government: Municipal Planning and Performance Management Regulations (2001). The reviewed SDF (2012/13 Financial Year) has the following objectives: are to promote sustainable functional and integrated human settlements, maximise resource efficiency, and enhance regional identity and unique character of a place; to provide strategic guidance on location and nature of future development; to set out guidelines for a land use management system; to set out a capital investment framework for the municipality's development programmes; and to ensure strategic assessment of the environmental impact emanating from the implementation of the SDF.</p> <p>From a spatial structuring perspective, the following two principles, among others, must be achieved in the context of SDF's implementation: infilling of unutilised or underutilised spaces in order to achieve consolidation and integration (to mitigate ribbon or linear settlement pattern), ensuring availability of land to private sector developers to implement integrated housing developments which include different housing typologies catering for different income groups. Key recommendations from the SDF are that:</p> <ul style="list-style-type: none"> •Promote the development of efficient places – well organised and managed, walkable and served by transport. •Promote appropriate movement networks (including all modes of transport) that can support local accessibility and regional linkages. •Create destination points that provide reasons for people to go there – including the agriculture and tourism nodes. •Where appropriate, implement sustainability measures e.g. recycling, sustainable energy consumption, local food security etc. •Support local goods production and small scale, independently owned enterprises. •Where appropriate, develop community resource places (community centres, schools etc.) where information and other resources are directly delivered to communities, in a way they can use it. •Protect and conserve natural resources within strategic development areas and ensure ecological linkages with regional systems and networks. •Implement sustainable landscaping that include and support indigenous vegetation, orchards (groups of fruit trees), water conservation, storm water management and viable maintenance mechanisms. •Infrastructure

Sector Plan	A brief description and overview
	and services ought to be provided in a durable, efficient and flexible manner. It is believed that the review of the SDF which is due will give a more, appropriate status for the threatened ecosystems, ecological corridors and other special biodiversity features identified in the Analysis Phase of this IDP.
Land Use Management Scheme (LUMS)	Guided by the SDF the Land Use Management Scheme (LUMS) was developed and adopted by the Council (August 2008). The main orientation of the scheme is to provide mechanism for the control of land use and ensure that development takes place in a coordinated manner. The LUMS set out to address spatial challenges identified in the analysis phase and as inherited from the apartheid legacy.
Land Disposal Policy	The FTM has adopted the Land Disposal Policy in 2009. The main purpose of this policy is to regulate land disposal processes as well as to establish norms, standards and forms of land disposal.
Fetakgomo Development Application Procedure Manual	The FTM has adopted the Fetakgomo Development Application Procedures. The purpose of setting these procedures is to ensure safe utilisation of land and mitigate dispersed settlement in the municipality.
Street Naming and Numbering Policy	In addition to the above, the FTM has also adopted the Street Naming and Numbering Policy.
Apel Precinct Plan	The Apel Precinct Plan was adopted by the Council in December 2009. The focus of the Plan is to develop a set of guidelines which can and will be used to direct development within the defined area, the Apel node in particular the Hoeraroep farm. As the growth point of the municipal area, the node is currently not developed in a manner that supports most of the characteristics of an ideal growth point node. The plan undertakes precinct analysis/study of the defined area and highlight catalytic public sector led projects that are required to kick start or contribute to the development of the node.
Integrated Environmental Programme (IEP)	The FTM developed and adopted the EIP in 2003 which seek to give regard to the threatened ecosystems, ecological corridors and other special biodiversity features identified in the Analysis Phase of this IDP. The purpose was to make sure that environmental considerations are integrated into the IDP. It, however, needs to be reviewed to incorporate environmental developments that have happened in recent years. For example, one of the recent critics of the FTM's IEP shows that it does not indicate an attempt to develop environment planning tools such as SEOR, EMFs and associated EM.
Integrated Waste Management Plan (IWMP)	The FTM's Integrated Wasted Management Plan (February 2005 is at reviewing stage for 2015/16) to seeks to enable the FTM to deliver waste management services and ameliorate the environmental challenges detailed in the Analysis Phase. The refuse removal (collection) by the FTM is an integral component of the implementation of the IWMP and at the same time a response to the wave of climate change. There is, however, a need to review the latter to incorporate environmental developments that have happened in recent years.

5.2. INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

5.2.1 Human Resource Policies (The FTM has managed to develop, consolidate and adopt its Human Resource Policies including):

Sector Plan	A brief description and overview
Education, Training and Development Policy (29 June 2009, Council Resolution C15/09)	This policy recognises a workplace as an active learning environment and commits the FTM to undertake education, training and development of its employees as per the Skills Development Act. This is part of capacity building for employees.
Bursary Policy (15 December 2011 Council Resolution C32/11)	This policy aimed at providing financial assistance to the needy learners of the municipality in pursuance of supply of skills especially scarce skills category. It also promotes continuous professional development.
Transport Allowance Policy	It determines employees who should qualify Transport Allowance C33/11.
Travel and Subsistence Policy	The policy (as reviewed by Council Resolution number C88/13 dated 27 March 2013) sets out the basis for the payment of subsistence and travel allowance for the purpose of official travelling. It encourages the culture of saving costs for the Council and maintains control over travel expenses.
Staff Retention Policy (29 th June 2009, Council Resolution C01/09)	The FTM developed and adopted a retention policy in the 2008/2009 financial year with the intention to keep critical skills and attract new ones. Regarding succession planning, the FTM does not have such, succession plan. This is attributed to the environment within which the municipality operates and which is largely influenced by politics. As a point of emphasis, the purpose of the policy is to prevent loss of competent staff that can have adverse effect on service delivery, retain and attract key staff members whose services are regarded as critical to achieve the vision and mission of the FTM, to identify individuals' potential for assuming a higher degree of responsibility, to develop skills base for succession planning and to create and sustain a pleasant humane working environment.
Employee Assistance Programme Policy	It is geared towards attending the wellness of employee in order that their emotional and social challenges do not negatively affect their performance at work. The policy introduces support system that employees can rely on in times of need. However, this policy was only developed during the 2008/2009 financial year and it has never been put to test. Through it the municipal employees can address their psycho-social problems.
Occupational Health and Safety Plan	There is an Occupational Health and Safety Plan at the moment. There is also a dedicated person working on OHS.
Employment Equity Plan (2009/2014)	The objective of the plan is to achieve equitable representation of suitably qualified people from designated groups within each occupational category and level in the workplace and comply with s20 of the Employment Equity Act (no. 55 of 1998). It deals with staff placement (those in the employ of FTM and those transferred by other spheres) and set forth placement procedures.
Fetakgomo File Plan	The objective of the file plan is to ensure that all correspondence filed correctly and ensure that permanently valuable documents are not destroyed and to prevent the retention of ephemeral documents.
Human Resource Policies and Procedures (18 th December 2008, Council	It contains Recruitment, Selection and Appointment, Conditions of Service (Grievance Procedures, Discipline & Disciplinary Procedures, Personnel Retrenchment and Personnel Replacement Policy), Basic Conditions of

Sector Plan	A brief description and overview
Resolution C97/08)	Employment Act, Code of Conduct, Overtime Policy, Leave and Overtime Forms
Workplace Skills Plan	Fetakgomo Municipality develops and implements the workplace skills plans every financial year. The plan is developed in consultation with the staff members, committees and councillors. Individuals from the mentioned stakeholders complete questionnaires that serve as tools to identify training needs. The training needs are further consolidated in to the workplace skills plan and submitted to LG SETA after approval by the council. This should be able to serve as an intervention in addressing the issues of scarce skills.
Institutional Plan	The FTM has the Institutional Plan adopted in 2010 which addresses institutional challenges highlighted in the analysis phase. According to the IDP Guide Packs, municipalities are expected to develop institutional plans. The primary objective of an institutional plan is to ensure that consistent and integrated set of measures are put in place for institutional development. The secondary objectives include providing for gender equity and appropriate transformation in the light of the Constitution of South Africa, Act No 33 of 2000 and the Employment Equity Act, No 55 of 1998 of as well as reviewing the institutional arrangements and implications of the planning process in keeping with the IDP. The Plan has a consolidated summary of the institutional activities that flow from the prioritised proposals developed in the IDP processes. The institutional plan is required to result in the following outputs: (a) It must address the gender and equity imbalances facing the municipality, (b) A realistic institutional plan given the financial resources at the disposal of the municipality. (c) The consideration of service partnerships and the recognition that the NPO/CBO sector has an important role to play in service delivery oriented towards sustainability. (d) The institutional environment must create a learning base for in-house training of future local government practitioners.
Performance Management Framework	Policy The FTM has adopted the Performance Management Policy Framework C86/13 dated 27 March 2013 to ensure the achievement of individual objectives which are linked to departmental objectives, which in turn are linked to the organisational performance objectives. Performance management is an on-going process, not a once year event of conducting a performance review. The assessments are broken into four (4), i.e. 1 st quarter (July – September), 2 nd quarter (November –December), 3 rd quarter (January –March) and 4 th quarter (April –June). The second quarter assessment is coupled with the mid-year review while the fourth quarter assessment is coupled with the annual assessment for the previous financial year. These assessments are also considered to be formal for the individuals and panels are established for the purpose. The panel for assessment comprises the Mayor, Chairperson of the audit committee, member/s of the Executive Committee, municipal Manager/mayor from another municipality and ward committee member/s. PMS is aimed at creating a motivating climate for employees and the organisation to develop and achieve high standard of performance. It further empowers the FTM to develop set targets, monitor and review performance based on the Integrated Development Plan - linked indicators and report on the performance against the set of indicators. "When you can measure what you are speaking about, and express it in numbers, you know something about it, but when you cannot measure it, when you cannot express it in numbers, your knowledge is of meagre and unsatisfactory kind" (William Thompson, 1824-1907 in John Wiley and Sons).

Sector Plan	A brief description and overview
Attendance and Punctuality Policy	The FTM has adopted Attendance and Punctuality Policy on the 27 th of September 2012 Council Resolution C04/12. The purpose of this policy is to provide a standard of attendance and punctuality for all employees. Because employees are vital for the work of Fetakgomo Local Municipality, reliable and consistent attendance is a condition of employment
ICT Change Management Policy	The FTM has adopted ICT Change Management Policy Council resolution No. (C38/2014). The purpose of this policy is to provide the Fetakgomo Municipality with a procedure for the change control function that shall be established to manage record and track all changes for Fetakgomo Municipality ICT environment. The objective of this policy is to ensure that standardized processes are followed and adhered to accordingly. This is to ensure that no changes take place as a quick change, with “after the fact” documentation, without any prior authorisation.
ICT Steering Committee Charter	ICT Steering committee Charter Council resolution No. (C39/2014) as the policy-level group responsible for providing leadership and direction in support of the Office of the Municipal Manager. The ICT Steering Committee’s central focus is to provide the executive leadership for the coordination of ICT related activities between, among, and within the Municipality. The ICT steering committee shall also seek where feasible to societies and others to aid in the development and implementation. The objective of this policy is to assist the Municipal Management in governing and overseeing Fetakgomo’s IT matters/activities, assessing feasibility of IT plans and providing requisite recommendations to management to the benefit of the institution, support the Municipal management by giving guidance and helping clarify priorities on IT issues and to ensure that decisions and actions are managed and implemented.
Information Technology User Access Management Policy & Procedure	Information Technology User Access Management Policy & Procedure Council Resolution No (C40/2014). This Policy and Procedure intends to protect the Confidentiality, Integrity, and Availability of Fetakgomo Local Municipality’s Information and Information Systems by preventing unauthorised user(s) access to Fetakgomo local Municipality Information and Information Systems. This policy establishes a procedure in accordance with the Access Control policy for the authorization, modification, review, and revocation of a user’s access “Business Applications” Munsoft and VIP. It also describes requirements for training those involved in the access control process. The main objective of this policy is to control the allocation of access rights to information and information systems including granting and revoking of access to all information systems and services.
ICT Firewall Policy	ICT Firewall Policy Council Resolution No. (C43/2014). The purpose of this ICT Firewall Policy is to allow or block unauthorized network or Internet devices and services sending traffic or receiving traffic over a network. To define standards for provisioning security devices owned and/or operated by FTM. The main objective is to prevent exploitation of insecure services, restrict inbound/outbound traffic from unregistered devices, control inbound/outbound access to/from specific services or devices and monitor traffic volumes; to provide guidance on when firewalls are required or recommended.
Dress-code policy	The FTM has adopted Dress Code Policy Council resolution No. C85/13 dated 27 March 2013. The primary aim of this Dress Code Policy is to develop an instantly identifiable image which is strongly linked to the municipality. Corporate image focuses on establishing a positive and professional perception of the municipality to its internal and external

Sector Plan	A brief description and overview
	clients
Sports Arts and Culture Plan	The FTM, through Community Services, has developed the Sports Arts and Culture Plan on May 2013. This plan outlines the community services work and key activities to be undertaken in respect of sports, arts and culture. The sports Indaba normally held annually are derivative of this plan.
Legal Policy and Procedure	The Legal Policy and Procedure Council Resolution No. (C42/2014) . The purpose of this Legal Services Policy and Procedure is to define the scope of legal services provided by the Municipality; define the responsibilities of officers or consultants involved in the provision of legal services; define the responsibilities of employees within the Municipality in relation to accessing legal services; and establish procedures for the management of legal services and matters.

5.2.4. By-Laws

The following by-laws exist within the Municipality:

Sector Plan	A brief description and overview
Standard Child Care Facilities By-Law	The By-law provides for procedures, methods and practices to regulate child care facilities
By-Law Relating To Streets	The By-law provides for procedures, methods and practices to regulate the utilisation of streets.
Refuse Removal By-Law	It promotes safe and healthy environment by regulating dumping of refuse and the removal thereof.
Billboards By-Law	It provides for procedures, methods and practices to regulate billboards.
Building Regulations By Law	It protects public health and safety as it relates to construction and occupancy of buildings and structures. It further promotes good practice in the design and construction of buildings for people in or around the buildings and others affected by the buildings.
Refuse Removal policy (CSC04/09)	The Refuse Removal Policy enables the FTM to protect health of the public, promote quality and sustainability of the environment by controlling pollution of ecosystem and empower communities to take responsibility for the cleanliness of their environment.
Fetakgomo Atok Thusong Service Centre (TSC) Policy (CSC03/09)	This policy seeks to promote cost effective, integrated, efficient and sustainable service provision. It attempts to ensure equitable and effective access to government information and services to the people, thereby building partnership between government, local communities, civil society and private sector.

5.3. BASIC SERVICE DELIVERY AND INFRASTRUCTURE PLANNING: SECTOR PLANS

Sector Plan	A brief description and overview
Water Sector Plan	The FTM has and reviewed the Water Sector Plan in the 2006/2007 Financial Year. The plan was adopted by the Council in the 2007/2008 financial year. The ultimate goal of the plan is to facilitate and influence the provision of portable water within all areas of Fetakgomo. The objectives include the integration of the water sector plan with the overall water needs outlined in this IDP and to consider various environmental requirements of water for economic development.
Disaster Management Plan	The FTM has developed and adopted the Disaster Management Plan during the 2007/2008 Financial Year. The plan is aimed at disaster prevention, mitigation, preparedness, response, recovery and rehabilitation. It is also aimed at providing an enabling environment for disaster management in the municipal areas - Promote proactive disaster management through risk reduction programmes, promote co-operative relationships between all

Sector Plan	A brief description and overview
	spheres of government in case of emergency incidences
Housing Chapter/Plan	The Housing Chapter or Plan for the municipality was developed during the 2008/9 Financial with the help of the Department of Local Government and Housing. The document was subjected to Council structures and approved by council as per resolution C84/08. There are three kinds of housing programmes which Fetakgomo Municipality has benefited. The programmes include: Rural Housing, People's housing Programme and Emergency housing, commonly known as disaster housing. The housing plan attempts to address the following issues: unblocking housing service delivery constraints, planning challenges, contribution to unlocking land constraints, upgrading of rural settlements and enhancement of the quality of houses constructed under the auspices of local government programme.

5.4. LOCAL ECONOMIC DEVELOPMENT: SECTOR PLANS

Sector Plan	A brief description and overview
Local Economic Development Strategy	FTM has developed the LED Strategy and was approved by the Council (C90/11). This document responds to locational economic constraints of the municipality. It describes the role of the municipality in LED which is more of facilitating than being the primary implementer. The aim of the LED strategy is to create an enabling environment for employment opportunities for local residents, reduce constraints to business investment and growth, tackle market failures to make market work better and strengthen the competitiveness of local firms. The strategy is thus aligned to key planning documents cited in the previous sections like LEGDP, NSDP, NGP (New Growth Path), NDP et cetera
Tourism Plan	The FTM has adopted council resolution no :(DP19/10)the Tourism Plan which seeks to provide tourism guidelines within Fetakgomo. The main purpose of the plan is to promote tourism within the FTM.

5.5. FINANCIAL VIABILITY: SECTOR PLANS

Sector Plan	A brief description and overview
Revenue Enhancement Strategy C65/2014	The FTM has adopted the Revenue Enhancement Strategy 28 May 2014 The strategy is intended to enhance the revenue base of FTM.
Asset Management Policy C65/2014	The Council has approved the reviewed policy, Fixed Asset Policy which was last reviewed in 2014.
Tariff Policy C65/2014)	The FTM has a Tariff Policy. The tariffs are calculated in various ways, dependent upon the nature of the service being provided. The objective of the tariff policy is to: enables the FTM to be self-sustainable through tariff income, enables the Council to determine tariffs in line with the applicable legislation. All households with the exception of the indigent, should pay the full cost of the services consumed. Municipal tariffs must not be unduly a burden to local business through higher tariffs, as costs affect the sustainability and competitiveness of such business.
Bad Debts Write Off Policy C65/2014	This Policy provides guidance in determining irrecoverable debts so that debtors of the Municipality are not overstated in the books of the Council. The FTM adopted on the 28 May 2014this policy in compliance with s97 of the MSA as well as s64 of the MFMA
Financial Management Plan	The FTM has at the moment the three/3 year's Financial Plan which addresses the financial challenges highlighted in the Analysis Phase. The financial priority of the municipality is viability and sustainability. The Financial Plan is aligned to the Medium Term Revenue Expenditure Framework and caters for the income, revenue and expenditure for the year under review as well as two/2 outer years. This plan is under the stewardship of the Finance

Sector Plan	A brief description and overview
	Department. The process of extending the financial plan to cover five years throughout will unfold with the development and finalization of the Municipal Infrastructure Investment Framework (MIIF).
Indigent Policy C65/2014	The FTM has an Indigent Policy (2014). This policy provides indigent support insofar as municipal services to indigent households. Indigent household means a household income of not more than R1,100 (monthly) irrespective of the source of income, plus six dependents living together under the same house. If there are income earners in the household who are not dependent on the applicant, their income is included.
Supply Chain Management Policy C65/2014	The FTM has adopted the Supply Chain Management Policy on the 28 May 2014. It provides policy guidelines as and when the FTM procures goods or services, disposes goods no longer needed, selects contractors to provide assistance in the provision of municipal services otherwise than in Chapter 8 of the Municipal Systems Act applies.
Banking and Investment Policy	This policy is aimed at gaining optimal return on investments, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes.
Budget and Virement Policy C65/2014	It was adopted by council on the 28 May 2014. The policy aims to set budgeting principles which the municipality should follow in preparing annual budget, in implementing and controlling the budget during the financial year, in adjusting the budget as directed by the MFMA. The annual budget is the financial planning document that involves all operating revenue and expenditure decisions.
Cash Management and Investment Policy C65/2014	The FTM adopted Cash Management and Investment Policy on the 28 May 2014. The purpose of this policy is to ensure that investment of surplus funds forms part of the financial management procedures of the FETAKGOMO LOCAL Municipality and to ensure that prudent investment procedures are applied consistently.
Property Rates Policy C65/2014	The FTM adopted Property Rates Policy on the 28 May 2014. This policy document guides the annual setting (or revision) of property rates tariffs. It does not necessarily make specific property rates tariffs proposals. Details pertaining to the applications of the various property rates tariffs are annually published in the Provincial Gazette and the municipality's schedule of tariffs, which must be read in conjunction with this policy.
Travel and subsistence policy (C88/13)	The FTM adopted Travel and subsistence policy on the 27 March 2013, The purpose of the policy is to encourage a culture of saving costs for the council; to regulate the attendance of workshops and meetings by officials on behalf of the Municipality; to avoid fruitless and waste expenditures; to set out the basis for the payment of accommodation, subsistence and travel allowance for the purpose of official traveling and to maintain control over travel and accommodation expenses and to maximize travel service.

With the above policies/plans the FTM hopes to achieve a strong financial position with the ability to: Adjust efficiently to the community's changing services requirements, Effectively maintain, improve and expand the municipality infrastructure, Manage the municipality's budget and cash flow to the maximum benefit of the community and Prudently plan, coordinate and implement responsible and sustainable community development and growth. The previous section, Analysis Phase indicated that the FTM has Audit Committee and Risk Management Committee. It also tabulated the extent to which comments from the Auditor-General's report are being addressed through a comparative analysis of audit opinion from adverse (2005/6) to qualified (2006/7) and to qualified (both 2007/8 and 2008/9 financial years). Further to this the Audit Action Plan to respond to AG was developed and implemented as at 30th January 2010. It entailed corrective steps on report with matters of emphasis.

5.6. GOOD GOVERNANCE AND PUBLIC PARTICIPATION: SECTOR PLANS

Sector Plan	A brief description and overview
Fraud Prevention Strategy	The FTM has a Fraud Prevention Strategy adopted under Council Resolution number C17/08. The Strategy contains Fraud and Corruption Prevention Plan. The Strategy mitigates the risk of corruption. It protects the municipal funds and other assets. The main principle upon which the Fraud Prevention Strategy is based is the principle of creating a culture of intolerance to unethical conduct, fraud and corruption. It will deter and prevent these unethical conducts and seeks to strengthen community participation in the fight against corruption in the municipality.
Policy on Ward Committees	This policy (adopted in 2006) regulates the management and functioning of the Ward Committees in the Municipality. It enables the FTM to have effective Ward Committee system that promotes participatory democracy. The policy carries the role of the Ward Committees at lengths, criteria for membership, election processes, term of office, filling of vacancies, Ward Committees' meetings, sub-committees, municipal support, accountability and relationships. Consequently, Ward Committees play substantial role in soliciting community views on service delivery and ensure that community views are encapsulated in the IDP/Budget. Further to this, the GSDM's budget provide for support to local municipality in general including Ward Committees.
Public Participation Policy	Public Participation Policy Council Resolution No. (C03/13) . The purpose of this policy is to guide and regulate public participation in Fetakgomo Local Municipality's area of jurisdiction. The main objective of this policy is to provide a broad framework through which the Municipality can engage its stakeholders in the development of plans and the implementation of subsequent decisions or final products. The Municipality also has an obligation to comply with statutory requirements which direct its operations and such statutes alluding to public participation as an integral part of governance. The incorporation of public participation in the municipal programmes is also intended to ensure legitimacy and credibility of processes and final products.
Communication Strategy	The FTM has adopted the Communication Strategy which aims at making communication between the FTM and its residents more effective. The strategy sets out communication channels the municipality should explore with its citizens.
Stakeholder Engagement Strategy (SES)	The FTM has adopted the Stakeholder Engagement Strategy (SES) Council Resolution number C12/12 (2012/13), The primary statement of the problem is delayed or unsuccessful implementation of developmental projects as flagged in the Service Delivery and Budget Implementation Plan (SDBIP) and other sources of mandate. It is common cause that this problem has reared its ugly head in recent years and regrettably exacerbates the social problems our IDP (Integrated Development Plan) seeks to address from a systemic point of view such as decaying infrastructure, slow economic growth, poverty, inequality and unemployment and so forth. These problems have widespread, far reaching prejudicial ramifications on the municipal population in general and governance in particular. Loss of community confidence in municipal government and governance, lack of co-operation

Sector Plan	A brief description and overview
	on activities and conflicts are among other detrimental impacts of inadequate stakeholder engagement. The SES grapples with an answer to this problem from a systemic point of view.
Risk Management Framework	The FTM has the Risk Management Framework. It contains a risk management policy framework. The purpose is to: mitigate risk factors, motivate managers and Heads of Departments to manage risks effectively, optimize operational efficiency of the FTM, develop and support knowledge base of the people and the Council and ensure that adequate risk financing is available by provision in both the IDP and multiyear budget (MTEF)
Internal Audit Charter	The FTM adopted the Internal Audit Charter in order to bring about a systematic, disciplined approach in evaluating and improving effectiveness of the risk management, control and governance. It clarifies various issues including the work of the internal audit and responsibilities of the FTM's Audit Committee which is established in terms of the Municipal Finance Management Act (no. 56 of 2003) (RSA: Section 166). It is therefore branded as a tool governing the internal audit unit within the FTM.
Disability Framework for Local Government	Developed by SALGA in partnership with the Department of COGTA, the FTM approved the Disability Framework for Local Government which aim at guiding municipalities among others to: (1) mainstream disability into the Key Performance Areas of local government's IDPs, PGDS, (2) ensure the participation of people with disabilities in governance and democratic processes, (3) develop and implement programmes to empower people with disabilities, and (4) heighten the implementation of the Integrated National Disability Strategy in local government.
Fetakgomo Development Framework	Youth Policy The FTM's Youth Development Policy was approved by the Council with the overall aim to improve contact between the municipality and the youth and specifically to ensure active involvement of young people in the municipal enterprise, to improve the quality of life of young people in Fetakgomo, developing and implementing a coordinated, multi-sectoral, interdisciplinary and integrated approach in designing and executing programmes and interventions that impact on major youth issues and ensuring that youth service delivery is aligned to the municipal service delivery priorities. The policy points out the nine guiding pillars for youth development i.e job creation programme, poverty alleviation programme, skills development programme, health promotion, recreational programme, arts, culture and heritage promotion programme, good governance, social responsibility and youth moral regeneration.
HIV/AIDS Mainstreaming Strategy for Fetakgomo Local Municipality	The FTM has developed and adopted the HIV/AIDS Mainstreaming Strategy during the 2007/2008 financial year. The strategy is aimed at increasing awareness on the pandemic in the municipal area. It also empowers councillors and employees of Fetakgomo Municipality to deal with HIV/AIDS matters in service delivery.

5.7. OTHER DISTRICT (SDM)'S PLANS COVERING FTM'S DEVELOPMENTAL ISSUES

The table below highlights some of the SDM's plans which have substantive bearing on FTM and consequently FTM did not deem develop own, additional plans as they (SDMá) adequately cater and attend to the needs as identified in the Analysis Phase - the FTM makes use of the following SDM's plans:

SDM's Sector Plan	A brief description and overview
Road Master Plan	The SDM has developed the district wide Road Master Plan which provides basis for engagement to address the road backlogs identified in the previous discussion, Analysis Phase.
Integrated Waste Management Plan	The FTM's refuse removal project has its persuasion in the SDM's Integrated Waste management Plan (IWMP). This means that the SDM's IWMP finds application at FTM. The SDM's IWMP is supplemented by the FTM's IEP as previously shown developed and adopted in 2003.
Air Quality Management Plan (AQMP)	As its function (environmental management / air quality), the SDM's AQMP of 2008 gives prominence to air quality issues that are common place within the FTM in line with s15(2) of the NEMA (National Environmental Management Act) as well as Air Quality Act (no.39 of 2004). It presents qualitative extent of air pollution rather than quantitative description because the main causes of air pollution within FTM are insignificant.
Integrated Transport Plan	The SDM has an Integrated Transport Plan (ITP) which attends to the public and private modes of transport, infrastructure, facilities and services of the Fetakgomo.

It is further noteworthy that the SDM was mandated to liaise with ESKOM for development of the district wide **Energy Master Plan** (EMP). The FTM made an input to both ESKOM and the SDM by submitting the electricity post connection backlog priority lists. This implies that once developed it (EMP) should be able to cater electricity situation besetting the Municipality. In other words, it is not deemed necessary for FTM to have own EMP.

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